

**COURAGEOUS FOLLOWERSHIP:
AN INVESTIGATION OF THE NATURE, ANTECEDENTS, AND
OUTCOMES OF A MULTIDIMENSIONAL CONSTRUCT**

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**COURAGEOUS FOLLOWERSHIP:
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DEDICATION

To Chate, Masani, Maliyah, Cassidy, and Chase who keep my striving.

“Be strong and courageous and do the work.” ~1 Chronicle 28:20

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As this season comes to a close I am called to pause and remember who I am, what I want, what I am capable of, and what matters most to me. Eight years ago when I started this journey toward obtaining a PhD I thought I had the answers to the aforementioned questions. Today, on the other side of this liminal journey, and amidst a global pandemic and unprecedented protests against systemic racism and police brutality, I realize that while pursuing a PhD from Georgia Tech I was (and still am) yet ‘becoming’ the woman, mother, friend, and scholar I hoped to be. This undertaking challenged me, pulled me, shoved me into new awareness about who I am, what I am capable of, what matters most to me AND what I am willing to stand for. Getting to this place was not always pretty, but in the midst of my vulnerabilities, victories, and failures there were many who held my hand, listened, admonished, trusted and believed in me. These individuals were both current and new members of my ‘village’. I truly believe that each of them were sent at the ‘right’ time, for the ‘right’ reason, and that all of the interactions contributed to the desired end goal. This village deserves acknowledgement for their support in my ‘becoming’.

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SUMMARY

Evolving views of followers and power in today's increasingly complex and turbulent business environments provides a backdrop for the emergence of scholarly and industry intrigue in the role and behavior of followers. Surprisingly, although it is widely acknowledged that without followers, there is no leader and that followership shapes employee performance, empirical investigations of effective followership remains scarce. Thus, in this dissertation, I examine the nature of followership and the coinciding influence of courage in followers. Specifically, integrating the nascent followership and courage literature, I introduce a new conceptualization of courageous followership and validate a newly developed multi-dimensional measure of the construct (Study 1). In a separate study, integrating event system and trait activation theories to develop and test an interactionist model, I investigate whether perceptions of leader characteristics (i.e., resilience and relational energy) foster followership behavior (i.e., courageous followership) and followership outcomes (i.e., follower creativity). Furthermore, I hypothesize that the strength of a weak situation (i.e., disruptive event criticality) influences the relationship between leader resilience and courageous followership and more so when perceptions of leader relational energy are high. The findings of the person-event interactionist model illustrate the independent and synergistic causes of a new type of followership behavior and substantiate the effectiveness of followership in inspiring meaningful outcomes for employees. Theoretical and practical implications, along with directions for productive future followership research, are discussed.

CHAPTER 1

INTRODUCTION

“A crisis shows you a person’s soul. It shows you what they’re made of. The weaknesses explode, and the strengths are, emboldened.” ~Andrew M. Cuomo

Increasingly sophisticated and turbulent business environments provide a setting for the evolution of academic and business desires to better understand how the often unsung hero – followers - perceives and navigates volatile organizations and leader-follower interactions. In the new world, ‘Volatility, uncertainty, complexity, and ambiguity’ (VUCA; Bennett & Lemoine, 2014) punctuate the performance of global economies, the organizations that undergird them, and the individuals that support them. The rise in the severity and frequency of events external (e.g., COVID-19 pandemic, natural disasters, wars and rumors of war, social media activism, information security breaches) and internal (e.g., CEO turnovers, product recalls, abusive supervision, corporate malfeasance, discrimination) to the organization threaten organizational viability and functioning (James, Wooten, & Dushek, 2011; Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). These often-cited experiences of adversity, instability, and uncertainty external to and in the workplace exert an unwavering demand on the interdependent interactions of organizational entities. Specifically, the pervasive demands within organizations are not only for competent leadership - the relational, co-creative phenomena that involves and influences varied entities (DeRue & Ashford, 2010), but also effective followership - behaviors of individuals acting in relation to a leader (Uhl-Bien, M., Riggio, R.E., Lowe, K.B., & Carsten, M.K., 2014). As suggested in the opening quote, while demanding, some individuals not only survive, but also thrive despite the increased levels of unethical, economic, and geopolitical turbulence within the environment. Consequently, the questions that confront practitioners and

social scientists alike are, “What makes leaders and followers more adept at managing and responding to upheavals and corporate wrongdoing?” Likewise, “what is it about a leader that not only helps them to thrive but also inspires others to engage at higher levels?” In short, what makes individuals more effective in varied organizational settings and how is this extended to others? Can the answers be found in the exploration of followership?

Indeed, followers are recognized in the abundance of leader and follower-centric research. For example, trait approaches to leadership (e.g., Zaccaro, Green, Dubrow, & Koltz, 2018) examine how follower compliance or receptivity to leader influence shapes leader follower interactions while follower-centric approaches recognize the role of followers in creating leaders and leadership (e.g., Bligh, Kohles, & Meindl, 2004). However, unlike the above, followership scholars esteem follower perspectives and roles (Barstodoz & VanVugt, 2019; Uhl-Bien et al., 2014). Followership is conceptualized as “...the characteristics, behaviors, and processes of individuals acting in relation to leaders”; Uhl-Bien et al., 2014: 96]. Until recently, in contrast to the noteworthy examinations of relational views of leadership and assumptions of stable work environments (DeRue & Ashford, 2010; Grain & Uhl-Bien, 1995; Johns, 1017), relatively little research attention was devoted to followership (Barstodoz & VanVugt, 2019; Carsten, Uhl-Bien, West, Patera & McGregor, 2010; Steffens, Haslam, Jetten, & Mols, 2016; Uhl-Bien et al., 2014) or the events shaping leader-follower interactions in organizational settings (Cheng, Liu, Xi, & Hogan, in press; Johns, 2018; Morgeson, Mitchell, & Liu, 2015). Yet, if we only privilege leaders and exclude context in our theorizing, we only capture a portion of the challenges and solutions. Nevertheless, according to the burgeoning body of scholarly followership research (Barstodoz & VanVugt, 2019; Carsten & Uhl-Bien, 2012; Carsten et al., 2010; Crossman & Crossman, 2011; Uhl-Bien et al., 2014), this perspective is shifting with recognition of the

significance of followership in the leader-follower equation and need to better understand how and why individuals follow a leader in contemporary organizations.

Shifting away from the stereotypes of passivity and compliance in followers, emergent followership research regards the perspective of followers on leaders and following in the workplace. In establishing theoretical boundaries, scholars view followers as the “...person who acknowledges the focal leader as a continuing source of guidance and inspiration, regardless of whether there is any formal reporting relationship” (Howell & Shamir, 2005; 98). Moreover, researchers have substantiated the need to define follower characteristics and styles (Kelley, 1998, 2008; Carsten, Uhl-Bien, West, Patera & McGregor, 2010). Together, these theoretical boundaries support advancements in our exploration of follower characteristics and behaviors (Barstodoz & VanVugt, 2019).

Distinguishing followers by style enables identification of various follower behaviors deemed effective in leader-follower interactions (Carsten et al., 2010; Crossman & Crossman, 2011; Hopton, Christie, & Darling, 2012). Courage is a behavior seemingly relevant when navigating organizational dynamics and both relational and intra-psyche challenges (Detert & Bruno, 2017; Koerner, 2014; Schilpzand, Hekman, & Mitchell, 2015). Undoubtedly, as evidenced by the renewed focus on leader individual differences (Tuncdogan, Acar, & Stam, 2017), it is important to understand how leader characteristics influence employees (Wee, Liao, Liu, & Li., 2017). Equally so is the need for a more nuanced understanding of effective followership, which I presume requires courage in today’s environment of considerable wrongdoing by both organizations and its constituents (Palmer, 2012).

Courage appears prominently across cultures, popular press, and academia. Courage is examined as a behavior, virtue, trait, and/or attribute. However, in this research, Detert and

Bruno's (2017) definition established in a recent synthesis and review of courage is adopted. Workplace courage is "a work domain-relevant act done for a worthy cause despite significant risks perceivable in the moment to the actor" (Detert & Bruno, 2017:594). Courage is related to desirable organization outcomes (e.g., hardiness, [Comer & Sekerka, 2018], performance, [Amos & Klimoski, 20140], and coping [Magnano, Paolillo, Platania & Santisi, 2017]. While the burgeoning research on courage is predominantly theoretical; the aforementioned advances in management research support promising future empirical research, partly due to the increased clarity about the construct. Taken together, the advancements in followership and courage literate provide the basis for a more fine-grained understanding of effective followership behaviors in management research that will enable both practical and theoretical advancements in followership and related research. As noted by Uhl-Bien and colleagues (2014:94), "for followership research to advance, therefore, new constructs and variables will have to be developed." Consequently, in this dissertation, I consider the strength of historical perspectives and incorporate emerging scholarly research in the field of followership and courage in a novel way to capture the essence of an understudied, intriguing new followership behavior – courageous followership.

The objectives of this research is to develop and validate a theory-based courageous followership construct that meets the standards for operationalization established for the social sciences (Hinkin, 1995, 1998). This research demonstrates how courageous followership functions and its usefulness in examinations of the dynamics shaping and the dynamism inherent in leader-follower interactions by applying a keen focus to the mutual role of leaders and followers in navigating turbulent environments.

Specifically, adopting and extending event system theory (Morgeson, Mitchell, & Liu, 2015) with support for its mechanisms from trait activation theory (TAT; Tett & Burnett, 2003), this research explores whether leader individual differences predictors (i.e., trait resilience and relational energy) and context (i.e., disruptive event criticality) uniquely and synergistically explain motivations to enact courageous followership and usefulness of the behavior in predicting followership outcomes (i.e., creativity). Essentially, this body of work supports investigation of whether leader trait resilience, once held as the purview of clinical psychologists, which has emerged as a focus of academics and management scholars alike in explorations of person-environment interactions, impacts followership behavior. (Bonanno, 2004; Hu, Zhang, & Wang, 2015; Liu, Reed, & Girard, 2017; Shin et al., 2012; Williams et al., 2017). Furthermore, although “most of the prevailing leadership theories have been simple, unidirectional models of what a leader does to subordinates” (Yukl & VanFleet, 1992: 186), I investigate how events in the workplace influence leaders and followers and their interactions.

In support of the need for the contextualization of management research (Johns, 2018), event system theory (EST) stresses the reality of change inherent in organizational life driven by the strength of discrete events which shape entity (e.g., leaders and followers) behavior. EST contends that “when examining events, scholars should not ignore the critical role of [one’s internal] features but should construct an integrative theory-building approach that examines the ways features and events jointly or independently affect entities. This type of examination may enable the development of more fine-grained organizational theories, enhancing their explanatory power and impact” (Morgeson et al., 2015: 530). Consequently, EST, in conjunction with trait activation theory, extends the elucidatory capability of examinations of the

interplay between individual features and the varied situations individuals encounter in the workplace.

Tett and Burnett (2003) formalized the person-situation relationship (interactionist principle) by positing that the behavioral expression of a trait necessitates stimulation of that trait by trait relevant situational cues (Tett & Burnett, 2003). Trait activation theory (Tett & Guterman, 2000), with its emphasis on person-situation dynamics, contends "...personality traits are expressed as responses to trait-relevant situational cues" (Tett & Burnett, 2003; Burnett, 2003, p. 502) and, as such, leaders, be it knowingly or unknowingly, convey relevant traits that are consistent with the situation. The theory proposes that "a situation is relevant to a trait if it is thematically connected by the provision of cues, responses to which (or lack of responses to which) indicate a persons' standing on the trait" (Tett and Burnett, 2003: 502). Consequently, "trait activation is the process by which individuals express their traits when presented with trait-relevant situational cues" (Tett & Burnett, 2003:502). Thus, EST and TA support a more nuanced understanding of the interplay of individual features and events shaping leader-follower interactions.

In sum, drawing on followership, event system, and trait activation theories, this dissertation, seeks to determine to what extent events in context, and perceptions of leader's trait resilience and leader relational energy influences both courageous followership and follower creativity. In so doing, via a multi-study, multi-phase research program, I contribute to the advancement of theory and research on followership, leadership, and events, along with important contributions to practice. First, drawing on followership theory to introduce a unique, empirically validated followership behavior, this research responds to the call for more empirical investigations of followership in management and organization studies (Uhl-Bien et al., 2014).

By following Hinkin's (1995, 1998) methods for scale development, I explicate the domain and structure of a new construct and develop and validate a psychometrically sound multi-dimensional courageous followership scale, delineating it empirically from a rival construct. The thorough operationalization and demonstration of how courageous followership emerges in leader-follower interactions and is related to desirable outcomes add conceptual clarity and understanding required for the ongoing consideration of the significance of followership behavior in organizations (Uhl-Bien, et al., 2014) and future empirical investigations of the emerging concept of followership and followership theory.

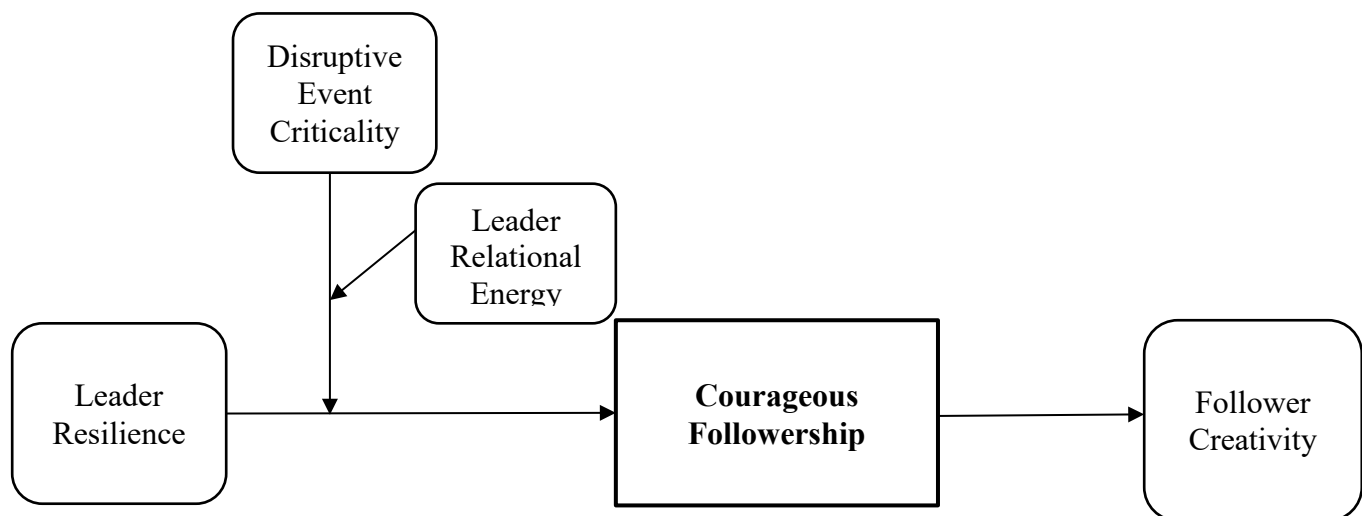
Second, by incorporating followership in the development and test of a conceptual model, I am acknowledging the need, as expressed by Howell and Shamir (2005), to consider followers as central characters in the development of theory. I contribute to an understanding of leadership by demonstrating the pivotal role of leader individual differences in motivating effective followership in the workplace. As such, leaders that can foster the level of engagement found in 'star' followers are critical to success for all. Resilience is a leader individual difference that may influence the decision of followers to behave courageously, which in turn leads to creativity. The mechanisms that transmit the influence of individual leader differences lack rigorous empirical exploration and integration. Thus, I present a theoretical and empirical investigation of how leader trait resilience and leader relational energy not only fosters effective followership in the guise of courageous followership but also how courageous followership functions as an underlying mechanism that can explain behavior (i.e., follower creativity) in response to the interplay of events in context and leader traits.

Lastly, event-oriented research has shown that events in context influence employee behaviors and subsequent events (Morgeson & DE Rue, 2006); however, the characteristics of

events and the strength of their influence is rarely explored. Moreover, events and individual differences are generally treated as main effects in explorations of organizational phenomena. I answer the call for developing integrative models that examine the potential interplay between event characteristics and individual features (Morgeson et al., 2015) by examining the interactive effect of leader trait resilience, leader relational energy, and disruptive event criticality on courageous followership. Although scholars have identified several leader traits shown to influence leader effectiveness (Bono & Judge, 2004), prior quantitative research has generally neglected trait resilience as a key driver of behavior. Likewise, prior leadership research typically focused on the main effects of individual differences. Extant research suggests that there is ample opportunity for future research that explores the contingencies of the effects of leader characteristics to elucidate *when* leader traits may be most relevant/beneficial (Tuncdogan et al., 2017; Zaccaro, Green, Debrow, & Kolze, 2018). Thus, it is essential to understand whether and how this leadership characteristic affects followers in ‘steady states’ as well as when events disruptive organizational behavior. To this end, I confer a uniquely balanced perspective that recognizes and appreciates the role and behaviors of both the leader and follower. I examine whether leader trait resilience predicts the emergence of courageous followership and propose courageous followership as an underlying mechanism that uncovers whether resilience, leader relational energy, and event characteristics may influence followership behaviors independently and in combination. This research explores how the relationship between leader characteristics and courageous followership behaviors change when disruptive critical events intrude upon their customary practices. Herein is the examination of the joint moderating effect of a leader’s relational energy and disruptive event criticality on the relationship between leader resilience and courageous followership. Thereby this research contributes to the growing revival of leadership

research on individual differences, and more so, advances event system theory by revealing that the interplay of individual features and events can change and create behavior (i.e., courageous followership and creativity).

The model is depicted in Figure 1. In the following sections of the dissertation, I review and integrate the emerging scholarly literature on courage and followership to confer a new conceptualization of courageous followership in the workplace. Second, in support of the proposed conceptual model, overviews of the literature on the key variables (i.e., leader trait resilience, disruptive event criticality, leader relational energy, and creativity) are provided. Then, I advance arguments for a theory that includes a demonstration of the usefulness of the new conceptualization of courageous followership as a mechanism to explain the interactive effects of leader characteristics and events in promoting follower creativity. Lastly, I detail the methods used to support the development and test of the new courageous followership scale and unique theoretical model that balances both leadership and followership perspectives and their related outcomes.



**FIGURE 1:
THEORIZED MODEL**

CHAPTER 2

THEORETICAL DEVELOPMENT

2. 1 Emerging followership theory

Leadership and followership are closely linked, and it is through an examination of the relationship, with a keen focus on following and the nature of followers, that I seek to explain how followership emerges and influences individuals in the workplace. The focus of followership research is in understanding the characteristics and influence of followers and following on leaders (Uhl-Bien et al., 2014). Thus, followership perspectives are distinct in that they give greater regard to the function of followers in leader-follower interactions.

“Followership as a concept and practice is out of tune with the twenty-first-century paradigmatic revolution evolving as we witness the world changing dramatically. Followership is discordant with the dominant melody being played in our culture and the culture of many (not all) nations throughout the world” (Rost, 2008:53). While the traditional treatments of followers and followership noted by Rost stir negative connotations, today’s conceptions of followers are on par with those of modern day conceptions of leaders. Contemporary followership literature (Carsten et al., 2010; Carsten & Uhl-Bien, 2012; Crossman & Crossman, 2011; Uhl-Bien et al., 2014) provides much-needed clarity on the conceptualizations and distinctiveness of followers and followership to support richer theory development. In some work, followers appear on a continuum of employee engagement with an ‘employee’ represented as the initial stage of engagement and followers at the more advanced stages of engagement (Carsten et al., 2010; Kellerman, 2007; Kelley, 1988, 2008). Additionally, it is noted that followers are not the same as subordinates, yet all non-leaders are either followers or subordinates (Kelley, 1988, 2008). Taken together, we find further support for arguments that without the engagement of leaders

and followers in ‘following behaviors’ there is not leadership (Carsten et al., 2010) and that followers are co-creators of leadership. Both followership and leadership are held as a co-construction of social and relational interactions (Fairhurst & Uhl-Bien, 2012). From this vantage point, we could reasonably assert that through followership, leadership emerges (Uhl-Bien et al., 2014).

The advances mentioned above in followership theory and perspective are often tied to the seminal work of Kelley (1988), who offered new perspectives on the role of followers in leader-follower interaction in his text, *The Power of Followership*, which is “the most cited early work on followership” (Uhl-Bien et al., 2014: 90). This work ushered in the evolution of thought for both academics and practitioners about the influence of followers in organizations and received a significant amount of attention in corporations (Baker 2007; Crossman & Crossman, 2011). His research supported the shift in focus from the ideas of passive, blind followers to the more active follower and resulted in the emergence of new leadership models that attempted to give credence to the significance of followers in leadership development. Kelley became “...one of the most influential and widely quoted authors of contemporary followership literature...” (Crossman & Crossman, 2011: 487). Kelley (1998, 2008) characterizes “effective or star followers” as individuals with a strong commitment to the organization and a host of positive qualities. The theme of follower orientations continues in current scholarly treatments of followers as proactive, active, and/or passive (Carson et al., 2010).

Conceding that followership is important the question becomes, “does the type of followership matter?” Typologies of followers such as the above were consistent with follower-centric perspectives on leadership that sought to highlight the relevance and importance of both descriptive and prescriptive follower behaviors. Historical and contemporary perspectives of

followership recognize the importance of varied styles of followership, be it active or proactive orientations (Carsten et al., 2010), star followers (Kelley, 1988, 2008), partners (Chaleff, 2008) or activists (Kellerman, 2007). Perhaps more relevant is that in all models, there is an attempt to differentiate between effective and ineffective followership, and the suggestion that fundamental to all, irrespective of descriptors, is employee engagement. Followership is about engagement. Engagement enables effectiveness, and effectiveness requires courage. Why? Because followers are typically in subordinate positions, where power imbalances tend to constrain behavior and exacerbate fears (e.g., job loss, alienation, and self-doubt) of challenging abusive, corrupt, incompetent, and competent leaders (Bastardo & VanVugt, 2019). If followers are to be effective, then they must be willing to stand alone, with and against a leader, and perhaps most importantly, be true to themselves. These acts take courage. Thus, we find the threads of courage in both descriptive and prescriptive typologies of followership (Baker, 2007; Carsten et al., 2010; Crossman & Crossman, 2011; Kelley, 1988, 2008; Steffens et al 2016).

2.2 Courage in the workplace

Three categories of behaviors represent a courageous act: (1) a morally worthy goal, (2) intentional actions, and (3) perceived risks, threats or obstacles and “it is generally agreed that all three components must be present for an act to be considered courageous.” (Koerner, 2014:65). The significance of courage is pervasive and has been identified as key to effective followership (Chaleff, 1995). Chaleff’s (1995) conception of the courageous follower builds upon role based-views that propose a typology of characteristic behaviors that followers exhibit to support effective followership. In his text, *The Courageous Follower*, Chaleff prescribes five key behaviors that characterize the courageous follower: ‘the courage to assume responsibility, the courage to serve, the courage to challenge, the courage to participate in transformation, and the

courage to leave' (Chaleff, 2009). While not based on empirical research per se, but rather a theory-in-use, the concepts reflected in his work are strikingly similar to those in the emerging investigations of followership and courage (Baker, 2007; Carsten & Uhl-Bien, 2010; Carsten et al., 2010; Detert & Bruno, 2017; Uhl-Bien et al., 2014). Nevertheless, unlike Kelley's work, Chaleff's work has not received significant empirical verification of its underlying assumptions (Baker, 2007; Crossman & Crossman, 2011), perhaps due to the conceptual vagueness of the core constructs – courage and followership.

2.3 Introducing Courageous Followership

2.3.1 A new conceptual, behavioral definition of courageous followership

A key component of my research contribution is the development and validation of a new measure. Germane to that effort is the conceptualization and treatment of courageous followership which I now elucidate. In qualifying as a followership construct, conceptualizations must be considered in relation to a focal leader and/or situations where individuals self-select as a follower. Thus, I integrate and build upon historical perspectives of courageous followership and two key advancements, the evolution of followership research (Carsten & Uhl-Bien, 20012; Carsten et al., 2010; Riggio, Chaleff, & Lipan-Bluman, 2008; Lapierre & Carsten, 2014; Uhl-Bien et al., 2014) and inductively generated typologies of workplace courage (Koerner, 2014; Schilzband, Hekman, & Mitchell, 2014), to offer a new conceptualization of courageous followership. I ground this work in extant theory and research on follower orientations and typologies of followership in published studies and dissertations (e.g., Baker, 2007; Chaleff, 1995, 2009; Carsten et al., 2010; Carsten & Uhl-Bien, 2012; Crossman & Crossman, 2011; Dixon, 2003; Kelley, 1988; Uhl-Bien et al., 2014), and contemporary research on workplace

courage (Detert & Bruno, 2017; Koerner, 2014; Schilzband et al., 2014) to enhance our understanding of courage and followership.

Based on the insights mentioned above, I conceptualize courageous followership as a behavioral response to relevant contextual stimuli. Courageous followership *is a person's actions of influencing a focal leader in the voluntary pursuit of organizationally worthy goals in an effort to obtain good for self and/or others despite the significant perceivable risk*. I am not suggesting that courageous followership is significantly different from conceptualizations of the courageous follower in prior literature, which reference the dimensions encompassing actions broadly associated with each category (Chaleff, 1995; Dixon & Westbrook, 2003). However, I do recognize the need and opportunity to enhance our conceptualization and measurement of this unique concept, given the evolving literature on courage and followership to promote a greater understanding of leader-follower interactions. “By thinking about followership as behaviors and relational interactions we open up possibilities for seeing leadership and followership in more meaningful ways” (Uhl-Bien et al., 2014: 99). By conferring a precise and parsimonious definition leveraging scholarly literature and absent of tautology, I create a strong foundation for the advancement of new insights supported by valid measurements. As such, three common themes found in the literature review represent the dimensions comprising the new conceptualization of courageous followership: 1) opposing or branching out from the status quo, 2) protecting entities in need, and 3) managing identity tensions.

2.3.2 Elemental content of courageous followership

Courageous followership encompasses three broad types of behaviors in relation to a focal leader, 1) managing identity tensions, 2) protecting entities in need, and 3) opposing or branching out from the status quo. While the dimension may be similar to some other constructs,

I propose courageous followership to be a broad conceptualization of follower behaviors that is not solely affect based. The ‘managing identity tensions’ dimension incorporates action related to confronting psychological risk or challenges (e.g., willingness to be true to one’s self, to face irrational anxieties, or overcome other detrimental psychological mindsets despite risks; Detert & Bruno, 2017; Koerner, 2014). Courageous followers exhibit behavioral and emotional self-discipline. Also, as competence is a fundamental component of effective followership, courageous followers possess and proactively seek the skills and tools needed to enhance personal and professional development. Through their journey of self-discovery or in response to feedback, courageous followers demonstrate self-awareness and discipline to champion transformation in self, others, and the organization. Courageous followers are independent critical thinkers, with high levels of self-efficacy and autonomy needed to assume accountability for self and role expectations, while also maintaining the intra-psyche strength to leave an organization, if appropriate (Baker, 2007; Carsten et al., 2010; Chaleff, 1995; Dixon, 2003; Crossman & Crossman, 2011).

The second category of courageous actions involves ‘*protecting entities in need.*’ Courageous followers recognize the needs of the collective system and others and are motivated to meet those needs. “Those in need in the workplace are those without formal authority, personal skills, or other resources to protect themselves from a harmful situation” (Schilpzand et al., 2015:64). Witnessing distress in others triggers a sense of unfairness and related feelings of empathy that compels the courageous follower to act on behalf of coworkers, customers, and leaders. Examples include assisting a coworker during the early stages of socialization, confronting hostile behavior intended to victimize others, or responding ethically to customer complaints. In short, courageous followers are pro-socially motivated, they are willing to be

subservient and to serve (Baker, 2007; Carsten et al., 2010; Chaleff, 1995; Dixon, 2003; Crossman & Crossman, 2011; Schilpzand et al., 2015).

The third and final dimension of courageous followership is “*opposing or branching out from the status quo.*” Effective followers confront the general risks associated with standing up to authority, and they will not sacrifice organizational well-being or personal integrity for the sake of harmony. They consider themselves as equal to the leader and willing to challenge the behavior and action of any that are contrary to organizational objectives. Thus, they are prepared to face rejection or confrontation for unpopular or non-traditional ways of doing and thinking in order to solve problems or navigate a problematic situation. Courageous followers observe leadership behavior with the intent of complementing his/her efforts to meet organizational objectives and ensuring consistency in behavior and communications. With expectations of reciprocity, they foster an environment of trust and credibility, through their honesty, confidence, and openness (Baker, 2007; Carsten et al., 2010; Chaleff, 1995; Dixon, 2003; Crossman & Crossman, 2011; Koerner, 2014; Schilpzand et al., 2015). In sum, courageous followers are self-confident, competent, other-focused, proactive, intrinsically motivated, highly engaged, critical thinking individuals.

2.4 Courageous Followership in Crisis

2.4.1 Event system theory and disruptive event criticality

Emphasis on context is in response to what may be the ‘new normal’ in organizations, where discrete events stand in stark contrast to everyday routine (Gersick & Hackman, 1990). As such, organizational leaders and researchers have sought to comprehend better the influence of critical and disruptive organizational events in organizational life (Smith, Plowman, & Duchon, 2010; Meyer, 1982; van Doorn, Heyden, & Volberda, 2017). Event-oriented researchers note the

abundance of unique, intrusive, and unexpected incidences that frequently occur in environments that distress employees, their relationships, and shape subsequent behaviors while also being critical to organizational success and viability (Morgeson, 2005). These incidents stress the need for event-oriented theory in uncovering the depth of insight inherent in the intricacies of organizational life (Morgeson, Mitchell, & Liu, 2015). Event system theory emerged from a comprehensive exploration of published studies across disciplines (i.e., psychology, management, economics, and sociology) in which it was found that a dominant focus in extant research on static attributes versus the dynamics of organizational life limits our insights into organizational phenomenon (Morgeson et al., 2015). The authors posit that it is important to understand how events, defined as “part of the environment or context that is external to the entities, bounded in time and space, and involve the intersection of different entities,” become meaningful and impact organizations (Morgeson et al., 2015). Event system theory declares that characteristics of the event, which embody event strength, might play a part in influencing entity behaviors.

Consequently, I enlist Morgeson and colleagues’ (2015) view of event strength and consider the effects of event characteristics (i.e., disruptive event criticality) on courageous followership and leader-follower interactions within the organization. Disruptive event criticality (DEC) is defined as “the degree to which an event is distinct from pre-existing behaviors, features, and events in the workplace while also being essential to life in the workplace” (Morgeson & DeRue, 2006: 273; Morgeson et al., 2015). By shifting the paradigm and investigating how events shaping entity (i.e., leader, coworker, organizational) behavior, we open new avenues of inquiry into followership effectiveness within a dynamic organizational context. Additionally, event system theory suggests that scholars should build integrative

models to look at how individual features, in conjunction with events, might jointly impact organizational outcomes (see Liu, Fisher, & Chen, 2018, for an example). Thus the consideration of leader individual differences as predictors of courageous followership.

2.4.2 Leader trait resilience

In conjunction with the advances in event-based theory, is the renewed interest among scholars in how leader individual differences shape follower behavior (Tuncdogan, Acar, & Stam, 2017). Trait-based approaches to leadership research are part of the cadre of leader-focused views enlisted to explain the dynamics of leader-follower interactions in management literature. Followership theory and research also contends that leader characteristics influence followership behavior (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Given the significant influence that leaders can and do exert on entity (e.g., organization, followers, team) success, organizations and academics justifiably seek to understand better *whether* a particular leader characteristic influences employee behavior (Zaccaro, Dubrow, & Kollze, 2018). I examine the influence of trait resilience which is relevant to an investigation of the environmental stressors confronting leaders and followers and a coveted resource for effective leadership in varied occupational contexts with meaningful implications for advancing leader and follower outcomes (James, Wooten, & Dushek, 2011; Kossek & Perugino, 2016; Masen, 2001; Shin, Taylor, & Seo, 2017; Waugh, Fredrickson, & Taylor, 2008). Resilience explains why some individuals can perform effectively in their roles, ‘weather the storms’ of organizational life better and faster than colleagues in similar situations with minimal negative after effects, and cultivate exemplary follower behaviors (Kossek & Perugino, 2016; Linnenluecke, 2017; Williams, Gruber, et al., 2017).

Resilience derives from the Latin, *resilire*, and *resilio*, which means “bounce” or “jump back” (Williams et al., 2017). It is an understudied phenomenon in management research yet widely recognized in clinical and developmental psychology (King, Newman, & Luthans, 2016). “Resiliency is the positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility” (Luthans, 2002a: 702). Resilience describes “the capacity of the individual to effectively modulate and monitor an ever-changing complex of desires and reality constraints” (Block & Kremen, 1996, p. 359). Despite several conceptualizations of resilience, there is a similar thread of insight amongst them all – positive adaptation in the presence of adversity, challenge, or risk. For example, consider perspectives of resilience as a developmental outcome (Luthans, Avoilio, Avey, & Norman, 2007) or psychosocial process (Williams et al., 2017) in which there is clear emphasis on confidence, adaptability, and to some extent, interpersonal skill (Hu et al., 2015). Process proponents posit that resilience is “a process by which an actor builds and uses its capability endowments to interact with the environment in a way that positively adjusts and maintains function prior to, during, and following adversity” (Williams, et al., 2017: 742). In this approach, “resilience as an interactive process of relational adaptation has to do with understanding, responding to, and absorbing variations; maintaining, gaining back, and /or building new resources” (Williams et al., 2017:742). On the other hand, those favoring outcome-oriented perspectives assert that resilience is ‘ordinary magic’ that can be developed by most people after repeated exposure to environmental stimuli (Bonanno, 2004; Masen, 2001). As such, resilience is a developable “positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility” (Luthans, 2002a:702). Proponents of this perspective contend that resilience is a

byproduct of positive adaptation to stressors to which most people have the capacity to achieve (Luthans, 2002; Luthans et al., 2005; Luthans & Youssef, 2007). While a myriad of conceptualizations exists across disciplines, following closely with prior trait definitions, herein, I treat resilience as a “trait-like” (relatively stable) ability to effectively recover from and flexibly adapt to ever-changing demands (Block & Kremen, 1996).

Although many people may experience resilient episodes, trait resilience explains the stability of individual differences in adaptive functioning over time and in varied circumstances that may have existed at the time of birth (Hu et al., 2015; Kossek & Perugino, 2016; Ong et al., 2006; Waugh et al., 2008). In short, trait resilience (the conceptualization and treatment in this dissertation) denotes consistent and sustained robustness and agility that is critical to success in increasingly challenging situations and the ability to equilibrate and re-equilibrate repeatedly with limited negative after-effects. That said, it is important to note, while nearly all individuals possess resilient characteristics, these characteristics may fully manifest when faced with adversity. In other words, trait resilience may comprise both innate and acquired contents, both relatively stable and influenced by environment factors” (Hu et al., 2015:25).

Thus, resilient individuals, exhibit the capacity to manage changes, significant risks, and adversity and seemingly return to a ‘state of homeostasis’ better and more durable than before (Kossek and Perugino, 2016; Linnenluecke, 2017). However, the concept is not only about mere adaptation, but encompasses the broader spectrum of resources within our adaptive system (e.g., drive to succeed, self-regulation, sense-making, and emotional intelligence, Masen, 2001) that supports self and extends to others. Thus, resilience is a desirable characteristic of leaders. In sum, the insights above have supported the growth of inquiry into both outcome (i.e., resilience as a behavioral outcome of adversity; Masen, 2001) and process oriented approaches to

resilience (i.e., active adaptation and recovery from adversity; Williams et al., 2017) with little focus on trait-oriented perspectives (Liu, Reed, & Girard, 2017). More specifically, scarce attention is given to whether individual differences in leader trait resilience may influence subsequent follower behavior.

2.4.3 Leader relational energy

Furthermore, while perceptions of a leader's resilience may prove beneficial to the emergence of courageous followership, consideration of additional interpersonal capabilities may be needed to fully explain the emergence of courageous followership in times of organizational turmoil – the capacity to engage and energize followers. Relational energy is “a heightened level of psychological resourcefulness generated from interpersonal interactions that enhance one's capacity to do work” (Owens, Baker, Sumpter, & Cameron, 2016:37). This study considers relational energy because research has found that the relational energy transferred in interactions between employees are critical determinants of beneficial organizational outcomes (i.e., creative work and citizenship; Kark & Carmeli, 2009; Quinn, Spreitzer, & Lam, 2012; Xiao, Quan, & Qing, 2020). However, much of prior research has neglected to consider how the transfer of energy in the dyad may motivate followers to engage more fully (Quinn & Dutton, 2005; Yang, Fu, Liu, Jun, Ang, Zhen, & Zhang, 2019) in favor of a focus on the quality of the leader-member exchange (Grain & Uhl-Bien, 1995). By exploring another facet of leader-follower interactions beyond that of the exchange of material resources we may derive a more complete understanding of the intricacies of the relationship. Thereby, I include an examination of this vital feature in the model where I integrate research on resilience, followership, and the event-based context in the presentation of a novel theory about the relationship between leader trait resilience and

creativity that focuses on uncertainty and dynamics, in contrast to static features in isolation as proposed by event system theory (Morgeson et al., 2015).

2.4.4 Follower Creativity

Employee creativity - the generation of novel and useful solutions, procedures, products and services (Amabile, 1996; George & Zhou, 2001) is fundamental to organizational effectiveness and key driver of sustainability in complex and competitive business environments (Liu, Chen, & Yao, 2012; Shalley, Zhou, & Oldham, 2004; Zhou & Hoever, 2014). As a “potent competitive weapon” (Amabile, 1998, p.87), employee creativity is of great interest theoretically and practically. On several decades, creativity scholars have demonstrated how leaders and the factors within the domain of a leader’s presumed accountability impede and facilitate creative behavior (Shalley & Gilson, 2004; Shalley et al., 2004; Tierney, Farmer, & Graen, 1999). The aforementioned leaders are accountability for the environments in which employees work, task that they are given, and the quality of the interactions with followers. More specifically, presuming a lack of instability and volatility in organizations, creativity researchers have explored how individual features influence creativity (e.g., big-five; [Liu, Jan, Shalley, Keem, & Zhou, 2016]; emotional intelligence, [Zhou & George, 2003]).

Noticeably deficient are examinations of the joint influence of individual differences and environmental uncertainty on creativity (for exceptions see, Cheng, Liu, Xi, & Hogan; in press). However, the emergence of followership and courage research and the ever-present reality that employees and organizations are shaped by and experience unprecedented levels of change caused by events both internal and external to the organization that trickle up, down, and across organizations (Gersick & Hackman, 1990) suggest that we give greater focus to followership and contextual factors in examinations of creativity.

Moreover, to explain the varied ways that context and individual features impede or facilitate creative behaviors in the workplace scholars generally draw upon theories that support the notion of stability within organizational corridors. While feature oriented theories like big-five (Judge & Zapata, 2015) or job characteristics (Barrick, Mount, & Li, 2013) provide a foundation for numerous and valuable explorations of the unique influence of individual differences and context on creativity, there is ample opportunity to shift the focus more to understanding followers and situational influences. Promising theories like event system theory open the way for scholars to capture not only the reality of disruptions within organizations but to consider the combined influence of individual features and events on creativity (Cheng, Liu, Xi, & Hogan; in press). Thus I consider creativity as an outcome of courageous followership and the interactive effects of leader individual differences and events on follower creativity.

CHAPTER 3

HYPOTHESIS DEVELOPMENT

3.1 Leader Trait Resilience and Courageous Followership

While pervasive, research that describes the antecedents of courage is scarce, and more specifically, literature that identifies the antecedents of courageous followership is minimal (Chaleff, 2009; Detert & Bruno, 2017; Howard & Cogswell, 2018). Followership scholars suggest that leader characteristics shape followership behaviors (Uhl-Bien et al., 2014) and extant research notes that leaders can shape follower perceptions (e.g., Piccolo & Colquitt, 2006) by demonstrating the motivating behaviors of trustworthiness and support (van Dierendonck et al., 2004; Wallace et al., 2009). Specifically, research suggests that personality traits are promoters of particular strengths and virtues (Detert & Bruno, 2017). A combination of beneficial traits are noted in their potential to impede risk aversion (Magnanao, Paolillp, Platani, & Santis, 2017), a primary component of courage and courageous followership. For example, trait resilience was found to be a primary indicator of positive psychological characteristics, values, and behaviors (Luthans et al., 2007). Resilience is a crucial driver of organizational effectiveness and success. Due to the inherent demands of leadership, it is important to understand the influence that individual differences in resilience among leaders exert in enabling leaders to support self and others effectively in the pursuit of organizational goals and objectives (King, Newman & Luthans, 2016; Tuncdogan et al., 2017).

While resilience predicts desirable employee attitudes and behaviors (e.g., commitment to change [Shin et al., 2012] and career success [Wei & Taormina, 2014]), research on the influence of resilience is not commonplace (Kossek & Perugino, 2016; Williams et al., 2017). The most prevalent management research on the influence of resilience is in research about

psychological capital, which includes a resilience dimension. In this work, several beneficial outcomes of resilience are found; higher levels of organizational commitment, employee well-being, better job performance, thriving at work and increased job satisfaction (Avey et al., 2010; Luthans et al., 2008; Paterson, Luthans & Jeung, 2014; Peterson et al., 2011; Roche, Haar, & Luthans, 2014). Leaders frequently manage multi-source/multi-level stressors (i.e., from top management, peers, followers, and other internal and external stakeholders). In the context of leading, particular traits are expressed by leaders and found to be key to leader effectiveness (Tett and Burnett, 2003; Tuncdogan et al., 2017). Research suggest that resilient individuals selectively and dynamically self-regulate in order to support the need for rapid adaptation to changing situations (Hu et al., 2015). Arguably, the level of resilience a leader demonstrates is vital to achieving leadership effectiveness and effectively engaging followers.

The resilience bundle incorporates beneficial assets (e.g., competence, interpersonal dexterity and intelligence) and adaptive capabilities (e.g., intrinsic motivation, self-efficacy, problem-solving, stress management, and coping skills; [Masen, 2001, Masen & Reed, 2002]) that are readily observable. As such, a resilient individual survives and thrives because of his/her ability to navigate their environment. Resilient individuals self-regulate selectively, dynamically, and efficiently (Block & Kremen, 1996; Ong et al., 2006). They know when and how to exert psychological resources strategically to mitigate the impact of stressful situations (Fredrickson et al., 2008) and perhaps more importantly come back from adversity better equipped for the next challenge (Muraven & Baumeister, 2000; Taylor, Kemeny, Reed, Bower, & Gruenewald, 2000; Waugh et al., 2008). They exhibit the mental hardiness needed to navigate challenging situations and produce beneficial outcomes in the workplace (i.e., job satisfaction, performance, commitment, and well-being; Luthans et al., 2008; Shin et al., 2012). Moreover,

research suggests that a key aspect of the ability to navigate uncertain and challenging situations is the efficient allocation of emotional and cognitive resources (Block & Kremen, 1996) when needed. Converging evidence across a diverse set of prior studies indicate a direct relationship between resilience and positive emotions in demanding situations (i.e., leading; Fredrickson, Tugade, Waugh, & Larkin, 2003). Astonishingly, beyond their self-regulation, resilient people are found to be skillful in cultivating favorable emotions in others, thus further facilitating effective adaption for all (Kempfer, 1999). Resilient individuals understand the value of and possess the skills needed to generate positive emotions in themselves and others.

To that end, resilient leaders recognize that vicarious experiences are as compelling a teacher like direct experience and that through modeling, they can foster behavior (e.g., prosocial behavior) in their followers (Bandura, 1996). By role modeling, followers can demonstrate studied competencies, and leaders are the prospective source of these mimetic efforts. Modeling encapsulates a breath of psychological processes (i.e., identification, imitation, and observational learning) that support professional development. Leaders, as a byproduct of their roles, power, and status in the organization, are a probable source of modeling. Furthermore, studies have linked leader attributes to the functional requirements of leadership. Leaders are expected to be self-motivated (e.g., emotionally stable) and both cognitively (e.g., complex problem solvers, creative, open, flexible, self-regulators) and socially adept (behaviorally flexible, socially acute; Zaccaro et al., 2013). Followers are keen observers and discriminators of leader competence and associated behaviors per the prior requirements.

3.1.1 Trait activation theory

Therefore, I turn to trait activation theory (TAT), which offers perspective on situations where trait expression is probable (Judge & Zapata, 2015), and provides a conceptual framework

that helps explain why leader resilience influences follower behavior (Tett & Guterman, 2000). Trait activation theory asserts that a particular context (i.e., the situation) is key when it is trait related and vice-versa. “Trait activation is the process by which individuals express their traits when presented with trait-relevant situation cues” (Tett & Burnett, 2003:502). According to TAT, individuals are intrinsically motivated ‘to be.’ Individuals have an innate need to express themselves, and the inability to do so or lack of doing so generates anxiety (Tett and Burnett, 2003: 504). To alleviate the aforementioned discomfort, individuals often find themselves in organizations, roles, and situations that present opportunities for self-expression. As such, in trait-relevant situations (e.g., leading), the individual obtains relief/fulfillment in the opportunity to integrate their innate tendencies, needs, and values in expressions of behavior. Thereby, the extent to which leader resilience manifests depends on the inherent demands of leading or leading affords the leader the chance to be resilient and, in so being, shape perceptions of those that observe (e.g., followers).

Extrapolating these finding to the leader-follower dynamic, I assert that leaders high in resilience, in contrast to those low in resilience, tend to be more plausible mentors and coaches for employees and thus able to cultivate confidence and a general sense of trust in followers that manifest in displays of courageous actions. As leaders demonstrate evolving levels of resilience, which incorporates competence, adaptability, openness, trust, tolerance, and self-control (Hu et al., 2015) current and new followers may readily model and support a leader whom they perceive to have legitimacy, credibility, and fosters an environment where individuals feel valued and trusted (Bandura, 1986). Resilient individuals have the capabilities needed to endure adversity; cognitive capabilities (e.g., of vision, strong values, competence, skills), and emotion-regulating capabilities (e.g., self-regulation, openness, optimism, promotion focus) to effectively manage

adversity without degradation to productivity in the workplace (Kossek & Perugino, 2016; Williams et al., 2017). An illustration of the demands of leading and role of leader traits may be found by framing the Coronavirus pandemic in terms of leader-follower interactions in crisis. Extraordinary decisions made to require individuals to ‘stay at home’, self-isolate, and halt business activities saved lives. Amidst the turmoil, leaders – like Governor Cuomo, made tough decisions, demonstrated compassionate strength, and provided visible unwavering direction that mobilized communities/individuals that were at times frozen by fear into courageous action. As a result, perceptions of his leadership and resilience were deemed more influential in fostering courage in followers facing the ‘storms of life’ (disruptive critical events).

Resilient leaders attract the attention and commitment of followers with displays of mental hardiness, openness, flexibility, and fortitude in their interactions. For these followers, interactions with and observations of leader resilience may provide a model of behavior (Zaccaro et al., 2018) that minimizes the risk of behaving courageously in efforts to achieve organizational goals while supporting the leader and others. Thus, followers readily pull their optimism, strength, confidence, and agency from their perceptions of the leader’s capabilities. As such, perceptions of a leader’s resilience support followers in becoming more courageous in the workplace. Thus, I propose that courageous followers emerge from interactions with psychologically, resilient leaders.

Hypothesis 1: Leader resilience is positively related to the enactment of courageous followership.

3.2 The Interplay of Events and Individual Features

3.2.1 Leader Trait Resilience, Disruptive Event Criticality, and Courageous Followership

Pillemer declares, "...in every life, the ongoing stream of mundane daily occurrences is punctuated by distinctive, circumscribed, highly emotional and influential episodes" (Pillemer 2001, p. 123). Fundamental to the role of leadership is preempting, explaining, and responding to workplace events (e.g., acquisitions, turnovers, product recalls, financial crisis; Meyer, 1982; Vaara, 2003). Resilience is "arguably the most important positive resource to navigating a turbulent and stressful workplace" (Avey, Luthans, & Jensen, 2009:682). Leaders often encounter discrete and intrusive events that demand their time and focus. Thus scholars have recently urged researchers to consider more event-based investigations to extend research. To this end, event-oriented theories are beneficial in examinations of whether events experienced on the job by leaders (e.g., facing an organizational crisis, Isabella, 1990; Weick, 1988) have a unique impact on leader-follower interactions beyond leader trait resilience.

Event system theory (EST) is a useful theoretical perspective to account for the impact of events on followership behaviors. The theory contends that the focus on the feature-oriented organizational phenomenon that hinges upon the assumption of stable internal facets of organizations and leader characteristics (e.g., personality traits) is crucial but incomplete. Morgeson and colleagues affirm that events are a unique type of incident and "...become salient when they are novel, disruptive, and critical (reflecting an event's strength)" (Morgeson et al., 2015: 515). Event criticality refers to "the degree to which an event is important, essential or a priority" (Morgeson & DE Rue, 2006:273) for entity success and typically requires a re-direction of attention and rapid adaptation (DE Rue, Nahrgang, Hollenbeck, & Workman, 2012; Vaara, 2003). Disruptive event criticality further characterizes how the nature of the events impact

entity performance and long-term success by disturbing routines and procedures known to enable effectiveness (Hoffman & Occasion, 2001; Morgeson et al., 2015). Disruptive event criticality represents the intersection of event characteristics (i.e., disruption and criticality) where structure and routines lack efficacy and ambiguity and discretion reigns. Disruptive event criticality is “the degree to which an event is distinct from pre-existing behaviors, features, and events in the workplace while also being essential to life in the workplace” (Morgeson & DE Rue, 2006:273; Morgeson et al., 2015). To account for the influence of events in context on leader-follower interactions, I consider disruptive event criticality as a contingency factor shaping the influence of perceptions of leader trait resilience in the workplace.

EST supports predictions for the moderating effects of context and explains the nuanced influence of events in context to support more detailed theorizing. Drawing on the contingency perspective of event system theory (EST), events in context are proposed as a trigger for the emergence of creation or change in entity (e.g., follower) behavior. Therefore, I examine disruptive event criticality as a boundary condition that supports explanations of the relationship between leader characteristics (i.e., leader trait resilience) and courageous followership. Disruptive event criticality represents a situation in the work environment that is a cue for trait-relevant behaviors. “The strength of the situation defines the extent to which situational constraints are present in the environment and is hypothesized to moderate the effects of all traits indiscriminately” (Tuncdogan et al., 2017). Specifically, disruptive event criticality represents a weak situation (Meyer, Dalal, & Hermida, 2010). Weak situations in the work context are unstructured, undefined, afford autonomy in decision-making, and provide few clues as to how to move forward (Meyer et al., 2010). Said otherwise, weak situations lack clear guidelines on what constitutes appropriate work behavior. Disruptive events that are critical interrupt standard

ways of responding and cause leaders to ‘pause’ and adapt new responses to ensure entity (i.e., leader, follower, organization) success. Critical disruptive events generally do not prescribe a particular behavior, and thus, leaders confronted with disruptive event criticality routinely act upon their innate tendencies (i.e., resilience; McCrae & Costa, 1999). These events dictate that individuals rapidly and vigorously vacillate between structure and meaning to make sense of what is happening and determine how to proceed (Weick, 1988). An example may be found in how the flight attendants and passengers responded to the hijacking of United Airlines Flight 93 during the September 11th, 2001. The forty-four individuals aboard the flight sacrificed themselves to save the lives of countless others during the terrorist attack. Working together to quickly assess and act upon their assessments of the life-threatening situation, the individuals fought to avert and regain control of the plane which ultimately crashed in a field in Pennsylvania instead of the intended target – the U.S. Capitol building in Washington, D.C. (Quinn & Worline, 2008).

Moreover, it is reported that in each disruptive event interaction resilient individuals can seemingly glean more insight, and resources which bolster their capacity to continue to move forward equipped to handle VUCA in their personal and professional lives (Fredrickson et al., 2003; Muraven & Baumeister, 2000; Waugh et al., 2008). Resilient individuals rebound from challenge and adversity with “increased self-reliance and self-efficacy; heightened awareness of one's own vulnerability and mortality; improvement in ties to others - greater self-disclosure and emotional expressiveness, more compassion and capacity to give to others; clearer philosophy of life-renewed sense of priorities and appreciation of life, deeper sense of meaning and spirituality" (Ryff & Singer, 2003: 24). This is consistent with the central premise of situational strength that situations motivate people to participate in behavior that they typically would not

when left to their own devices (Meyer et al., 2010). Thereby, “relevant relationships are argued to be stronger in those situations where the most appropriate behavior is questionable (i.e., weak situations) and weaker in those situations where the fitting course of action is obvious (i.e., strong situations).” Thus, events in context may interact with leaders’ internal attributes to affect the leader-follower relationship. Again, the COVID-19 pandemic presents an example when situated in the context of disruptive critical events. Mainly, I suggest Andrew Cuomo’s insights in response to the global pandemic, which was spreading like wildfire among residents (followers) in New York City in April 2020. His daily briefings generated national attention and are, perhaps indirectly, on his part, an expose of the challenge of leading, managing disruptive events, and the resulting impact on followership (residents). As noted in the opening quote, he declares in a briefing, “A crisis shows you a person’s soul. It shows you what they’re made of. The weaknesses explode, and the strengths are, emboldened.” When disruptive critical events emerge, followers are quite vulnerable because there is no precedent for how to respond, and therefore they may be hesitant to take action. It is in these scenarios that followers look to leaders because in times of crippling despair (e.g., corporate malfeasance, mass shootings, violent protests, record unemployment, volatile stock values, global trade wars, and looming constitutional crises) not only do organizations, but people in general look to leaders for hope and guidance (Luthans and Avolio, 2003).

Conversely, when perceptions of disruptive event criticality are lower, leaders may devote less energy and attention to the situation - reasoning that the event is not high priority or detrimental to long-term success. In these situations, leaders are certain about how to behave and unbound in their actions. As such, strong situations may not be a trigger of a leader’s resilience – it is not warranted. An aspect of being able to navigate turbulent situations is the

capacity to apportion resources effectively (Block & Kremen, 1996), by utilizing the resources (Muraven & Baumeister, 2000) needed to deal with the circumstances only during the particular challenging situation. In sum, I propose that highly resilient individuals are generally more effective in ambiguous and uncertain situations (Block & Kremen, 1996). The leader's ability to equilibrate and re-equilibrate in response to high levels of ambiguity and change will inspire courageous followership and more so when disruptive event criticality is high. This is in line with Morgeson and colleagues' (2015:522) suggestions that the "confluence of event characteristics determine the overall strength of an event," which impacts subsequent employee behavior (i.e., courageous actions; Schilpzand et al., 2014). Thus:

Hypothesis 2: Perceptions of leader resilience and disruptive event criticality interact to predict courageous followership, such that leader resilience results in more positive enactments of courageous followership when paired with higher perceptions of disruptive event criticality.

3.2.2 The Role of Leader Relational Energy

Building on Hypothesis 2, further leveraging EST's contingency perspective supports arguments that leader relational energy may interface with perceptions of leader resilience and disruptive event criticality to influence courageous followership. Relational energy is "a heightened level of psychological resourcefulness generated from interpersonal interactions that enhance one's capacity to do work" (Owens et al., 2016). Relational energy signifies the ability of an individual to affect the "transfer of psychological resources toward doing work" – from the perspective of the recipient (the energized) versus the giver of energy (i.e., the energizer). It represents the transfer of energy from one person to another to motivate an individual to be able to cope with job demands (Owens et al., 2016). Unlike the more typically investigated leader-

member relational constructs (e.g., LMX; Grain & Uhl-Bien, 1995), leader relational energy is not reciprocal. It “connotes the outcome of dyadic interactions (i.e., enhanced motivation to do one’s work) rather than the cognitive evaluation of relational quality” (Owens et al., 2016) typical of LMX theory.

Concerns of human energy at work are growing along with the increasing demands of the job (e.g., constant change, increased scope and pace of work, inability to ‘turn off’ due to boundary-blurring technological advancements). Energy examinations gain prominence when considering the consequences of depleted energy levels (i.e., disengagement; [Schaufel, Bakker & Van Rhenen, 2009]; stress [Sonnentag, Kutler, & Fritz, 2010]; and burnout [Demerouti et al., 2001]) and the influence of interactions with others on the level of energy people experience (Cullen-Lester, Leroy & Gerbasi, 2016; Quinn and Dutton, 2005;; Yang, Fu, Liu, Jun, Wang, Zhen, & Zhang, 2019). Thus, the study of energy at work has evolved and considers both individual and interactive perspectives as we seek greater insight into how to transmit and preserve this valued resource. Therefore, given the breadth of applicability in relationships beyond formal leader-follower dyads, relational energy stands out as a critical extrinsic motivator of employee behavior (i.e., courageous followership). To answer the previously noted call for more integrative theory development that considers the interplay of event characteristics and individual differences (Morgeson et al., 2015), I consider the three-way interactive effect of leader resilience, disruptive event criticality, and leader relational energy on courageous followership.

Courageous followership describes behaviors of followers who are further along the continuum of ‘follower’ development. These employees are committed to the organization, leader, and themselves and consider themselves partners in the co-creation of outcomes (Carsten

& Uhl-Bien, 2012). Thus, the extent to which a leader energizes a follower plays a pivotal role in determining followership when the follower is confronted with events that are both critical and disruptive to their work routines. I expect that the positive moderating effect of disruptive event criticality on the relationship between leader resilience and courageous followership is stronger for leaders higher in relational energy. Moreover, as presented above, effectively managing critical disruptive events can be a drain on time, resources, and motivation (Morgeson & DE Rue, 2006). Relationally energizing leaders provide followers with the feelings of vitality needed to maintain stamina and confidence when handling critical disruptive events. These leaders provide the energizing psychological resources that followers need to interpret and respond to critical disruptive events effectively. As such, when a leader high in relational energy encounters the trait-releasing cues of leading and social demands encompassed in the weak situation (i.e., critical disruptive events) leader trait resilience manifests stronger. The behavioral manifestations of trait resilience are more easily recognizable by others who when confronted with disruptions, experience increased uncertainty about how and when to act (Pfeffer & Salancik, 1978). Thus, consistent with prior research which argues that the availability of resources enhances job engagement (Saks, 2006), the heightened psychological resources encapsulated in leader relational energy may provide the impetus for the follower who may be uncertain of the proper course of action, perhaps paralyzed by uncertainty, overwhelmed by stress and indecision, or teetering on the verge of burnout. Relational energy is a vital resource in bolstering the effectiveness of followers. Again, I present Governor Cuomo as an example of the effects of leader relational energy. In a March 21st, 2020 news briefing, the Governor framed the outbreak of COVID 19 in terms of a challenge for New Yorkers to reveal their "better selves" and to display kindness, compassion, and humanity to each other in the challenging times.

Cuomo prompted them to think of the aftermaths of the 9/11 crisis and how everyone reacted by “being the most supportive, courageous community that you have ever seen.” As exemplified, I argue that followers who are motivated by a leader’s relational energy and coping with disruptive critical events will exhibit courageous followership in the workplace. Thus, the extent to which perceptions of both a leader’s relational energy and critical disruptive events is high plays a critical role in determining the influence of a leader’s resilience on courageous followership. Thus,

Hypothesis 3: Perceptions of leader resilience, leader relational energy, and disruptive event criticality interact to predict courageous followership such that the joint effect of resilience and disruptive event criticality is more likely to result in courageous followership when leader relational energy is higher as opposed to lower.

3.3 Leader Trait Resilience Leading the Way to

Follower Creativity through Courageous Followership

3.3.1 Courageous Followership and Creativity

Together trait activation and event system theories support explanations of how leader individual differences and events jointly influence courageous followership. The inclusion of courageous followership in the model highlights the active role of followership in influencing desirable organizational outcomes and enabling our understanding of the influence of leader trait resilience on follower behavior. Consistent with followership theory and research, this section of the dissertation emphasizes the role of followership behaviors in shaping individual followership outcomes. Although there is limited research on the outcomes of courageous followership, I reason that it is possible to pinpoint potential outcomes from the emerging scholarly literature on courage and followership previously highlighted (Carsten & Uhl-Bien, 2012; Carsten et al.,

2010; Detert & Bruno, 2017; Koerner, 2014; Riggio, Chaleff, & Lipman-Blumen, 2008; Schilzband et al., 2015; Uhl-Bien et al., 2014). I begin with a consideration of the positive direct outcome of courageous followership, creativity.

Courageous followership reflects *a person's actions of influencing a focal leader in the voluntary pursuit of organizationally worthy goals in an effort to obtain good for self and/or others despite the significant perceivable risk*. Courageous followers are active and engaged employees and thus committed to organizational success (Carsten et al., 2010; Kellerman, 2007). Research notes that high levels of commitment and engagement are linked to the production of new ideas and creative actions (Amabile, Conte, Coon, Lazenby, & Herron, 1996; Saks, 2006). Moreover, individuals with relatively high prosocial motivations readily voice concerns about improvements to team and organizational processes by their desire to help both their teammates and the collective (Grant & Mayer, 2009). Courageous followers are both intrinsically and pro-socially motivated (Carsten et al., 2010; Chaleff, 2009; Detert & Bruno, 2017). As such, they are passionate about what they do for the sake of doing and readily seek out challenges. Although they have respect for organizational norms, they do not shy away from the opportunity to explore. Courageous followers challenge the status quo and fear of considering alternatives (Carsten et al., 2010; Chaleff, 2009; Detert & Bruno, 2017; Koerner, 2014; Schilzband et al., 2015). Courageous followers are confident and more willing to respond to disruptions with action and an open mind versus fear. Combined with their promotion- and other-focused tendencies (Carsten et al., 2010; Koerner, 2014), courageous followers are equipped with the motivation, skills, and ability to navigate the uncertainty of and potential risk of exploring 'untried' approaches to solving problems (Baer & Oldham, 2006) with a positive attitude. Thus I propose that:

Hypothesis 4. Courageous followership is positively related to follower creativity.

3.3.2 The Joint Effect of Leader Resilience, Disruptive Event Criticality, and Relational Energy on Creativity

With the recognition of the significance of creativity in organizational behavior comes the increased calls for more fine-grained insights about the principal behavioral processes influencing follower creativity (Liu, Gong, Zhou, & Huang, 2017; Zhang, Long, Wu, & Huang, 2015). Thus, I continue to leverage the integrative theory-building perspective highlighted in event system theory in consideration of *followership* outcomes generated by the interplay of leader features and events. More specifically, I build on the cumulative reasoning to propose a final, integrative hypothesis. I propose a conditional moderated mediation model in which follower perceptions of leader resilience and disruptive event criticality interplay with leader relational energy to cultivate courageous followership (Hypothesis 3), which subsequently predicts follower creativity.

Scholars have found that personal and contextual factors influence follower creativity (Huang et al., 2016; Shalley, Zhou, & Oldham, 2004). Thus, the context generated by the interaction of leader resilience, disruptive events, and relational energy represents an environment where there is an openness to exploration and support for mistakes in general, and especially when there are imminent threats to the success of the team/leader/organization (Magni et al., 2009).

Courageous followers, inspired by resilient, relationally energizing leaders possess “...the knowledge, abilities and skills to help them face the uncertain future with a positive attitude, with creativity and optimism, and by relying on their own resources” (Ayala & Manzano, 2014:127). It is through the fostering of followers who model both the motivation and

values of a resilient leader and his or her willingness and ability to share positive psychological resources to achieve other-focused goals in unprecedented situations that I propose follower creativity emerges in the organization. Integrating the above arguments and Hypothesis 3, I propose a conditional moderated mediation model in which leader relational energy and disruptive event criticality interplay with leader resilience to foster courageous followership (Hypothesis 3), which subsequently promotes follower creativity. Therefore:

Hypothesis 5. Leader resilience, disruptive event criticality, and leader relational energy interact to predict courageous followership, which in turn leads to follower creativity.

CHAPTER 4

METHODS AND RESULTS

4.1 Research Overview

To develop and validate the scale and examine the theoretical model and hypotheses, I created a multi-study research program consistent with the generally accepted guidelines for scale development (Hinkin, 1995, 1998). Study 1 was designed to include two phases to enable the development and validation of the multi-dimensional courageous followership scale. Two different samples were collected via online surveys to enable this effort. Subsequently, in Study 2, I sought to establish the functionality and usefulness of courageous followership and determine its initial nomological network in a work context. The full model (Hypothesis 1 through 5), was tested in Study 2 using a new online sample of working adults. Samples were collected from Amazon's Mechanical Turk and Cloud Research platforms. See Table 1 for an overview of the research program and demographics.

4.2 Study 1 Overview

The objective of the multi-phased Study 1 was to demonstrate the initial validity and reliability of the theory-based three-dimensional scale of courageous followership. Following Hinkin's (1995, 1998) scale development procedures, with data from 2 samples, I examined the psychometric properties of the measure of courageous followership as theorized using SPSS version 26. In phase one, using sample A data, I examined the reliability and dimensionality of the courageous followership scale in an exploratory factor analysis (EFA). Next, in phase two, a two-step process was utilized to validate the structure and discriminant validity of the courageous followership scale. A second-order confirmatory factor analysis (CFA) using data from a separate sample (Sample B) was conducted to test construct validity. The second-order

CFA confirms the factor structure (i.e., the relationship among the dimensions) of the courageous followership scale and discriminates courageous followership from a rival construct.

TABLE 1:
Overview of Research Studies

Sample	Source	Intent	n	% Caucasian	% Female	Mean Age	<i>SD</i> Age	Interaction with Leader^a
1	Amazon Mechanical Turk	Exploratory factor analysis	254	75.6%	54.3%	38.12	11.14	--
2	Amazon Cloud Research	Confirmatory factor analysis and discriminant validity	282	75.9%	60.6%	39.80	11.40	39.70%
3	Amazon Cloud Research	Predictive validity	105	68.6%	38.1%	35.68	9.93	29.5%

^a Interaction with the leader at least two times in a 5 day work week.

4.2.1 Courageous Followership Scale Development

Item generation and reduction. Currently, there is no courageous followership measure in management literature. To create a valid and reliable new measure of courageous followership, I adopted a multi-stage deductive approach to generate and validate items for the new measure. The efforts were grounded in extant theory and research on followers, followership, and courage in published studies and dissertations (e.g., Baker, 2007; Chaleff, 1995, 2009; Carsten et al., 2010; Crossman & Crossman, 2011; Detert & Bruno, 2017; Dixon, 2003; Howard & Alipour, 2014; Kelley, 2008; Ricketson, 2008; Uhl-Bien et al., 2014). Notably, this included a review of current follower scales (e.g., The Follower Profile; Dixon, 2003), courage scales (e.g., Workplace social courage scale; [Howard, Farr, Grandey, & Gutworth, 2017]; personal courage scales; [Schilpzands, 2008]), inductively derived typologies of followership (Carsten et al., 2010), two inductively derived typologies of workplace courage (Koerner, 2014; Schilpzand et al., 2014) and Detert & Bruno's (2017) workplace courage synthesis and review which identified the common emergent themes in the extant literature and offered a guide for the categorization of courageous actions. Moreover, given its grounding in the work of management consultant Ira Chaleff, specific attention was given to Dixon's (2003) follower profile. The Follower Profile (TFP; Dixon, 2003) is 56-item operationalization of the five-dimensions of courageous follower behaviors identified in Chaleff's courageous follower (Chaleff, 1995). In devising the measure, the authors conceptualized a courageous follower as a person who exhibits the following behaviors: the courage to assume responsibility, the courage

to serve, the courage to challenge, the courage to participate in transformation, and the courage to take more action (Chaleff, 2009). The scale has not received significant, quantitative examination beyond the initial efforts of the authors (Dixon, 2003; Dixon, & Westbrook, 2003). The lack of further examination is perhaps due, most notably, to theoretical concerns emerging from the operational definition used in developing the measure (i.e., the confusion and ambiguity inherent in the repeated use of the term ‘courage’ in the definition), the limited explanation and analysis of psychometric properties or adherence to best practices in scale development in the social sciences (i.e., uncertainty about how and why the factor structure was determined, susceptibility to method effects given the many socially desirable questions and uncertainty about controls), and last but not least, concerns about validity (i.e., uncertainty about the intended measure and relationships to other dissimilar and similar constructs).

Informed by the prior studies and multiple inductively derived explorations of courage and followership noted above, I generated a potential pool of 31 easily understood, and modifiable statements aligned with the three broad types of behaviors in relation to a focal leader; 1) managing identity tensions, 2) protecting entities in need, and 3) opposing or branching out from the status quo, in my definition of courageous followership – *a person’s intentional actions of influencing a focal leader in the voluntary pursuit of organizationally worthy goals in an effort to obtain good for self-and/or others despite significant perceivable risk and difficulty*. Then, with the intention of retaining between four and six items for each dimension, minimizing response bias triggered by boredom and fatigue, and ensuring acceptable internal consistency and reliability (Hinkin, 1998), I enlisted management faculty, Ph.D. students, and industry leaders of varied cultural backgrounds to review and validate the representativeness of the pool of items identified. Based on the new deductively derived definition of courageous

followership and its dimensions, the 10 participants were asked to think about the role of a follower and assess the representativeness of the randomized statements to the construct definition (i.e., “to what extent does this item represent opposing or branching out from the status quo?”, “to what extent does this item represent protecting entities in need in the workplace?”, and “to what extent does this item represent efforts to manage identity tensions in the workplace?”). A Likert-scale of 1 (“item does not represent the concept”) to 5 (“strongly represents”) with 3 being (“neutral”) was used. Additionally, participants were asked to provide suggestions on improving both item and concept clarity and alignment. As a result of the pre-test assessments, 17 items with the highest mean value on the corresponding construct were retained as the foundation for further development of the three-dimensional scale. These items provide preliminary evidence of the perceived fit to the three intended constructs. In sum, this effort reinforced face validity (i.e., clarity, appropriateness, and acceptability) of the self-rated items and eliminated items that primarily were not succinct or were redundant in their frame.

4.2.2 Phase 1: Evaluate Dimensionality and Reliability

Exploratory factor analysis (EFA). Using the reduced and refined 17 items identified in the pre-test, the factor structure was explored. A sample of 275 working adults was sourced from Amazon’s well-established online survey platform, Mechanical Turk (MTurk). Researchers have determined that data collected for social science research via MTurk provides comparable quality and reliability to that obtained through more traditional methods (e.g., student samples) and is consistent with the psychometric principles found in published research (Buhrmester, Kwang, & Gosling, 2016). While MTurk provides inexpensive access to a “large, stable, and diverse subject pool” (Mason & Suri, 2012: 1), as suggested, multiple modified Instructional Manipulation Checks (IMC) were included to gauge whether participants were

attentive to the study (Oppenheimer et al., 2009). Twenty-one participants were eliminated that did not answer the IMC correctly and/or responded well below or above norms for completion ($\pm 2 SD$). In the final sample of 254 (which exceeds the recommended minimal sample size for EFA; Hinkin, 1998), 54.3% were female, 75.6% Caucasian, and their average age was 38.12 years ($SD = 1.14$). Participants were asked to rate their responses to the self-report statements using a seven-point Likert scale (1 = “strongly disagree” to 7 = “strongly agree”) and respond to the open-ended questions about their perceptions of a coworker or leader whom they witnessed intentionally acting to influence the leader for good, even when it was risky and difficult to do so. The open-ended questions were included to support the potential for further refinement of the concepts and items within the domain of courageous followership.

A principal factor analysis (PFA) with oblique rotation (promax in SPSS 26.0) was conducted on the 17 items in the courageous followership questionnaire. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, $KMO = .91$. Bartlett’s test of sphericity $\chi^2 (136) = 1762.41, p < .001$, indicated that correlations between items were sufficiently large for PFA. An initial analysis was run to obtain eigenvalues for each component in the data. Three components had eigenvalues over Kaiser’s criterion of 1 and, in combination, explained 55.35% of the variance. The scree plot was slightly ambiguous and showed inflections that would justify retaining all three components. Although the sample ($N=254$) is adequate, and the scree-plot and Kaiser’s criterion converge on three components, multiple cross-loadings on components 1 and 3 suggested the need for further item reduction. After removing the items with low loadings (below .40) or with unacceptably high cross-loadings (starting with the lowest communalities in a cross-loading), two components were retained for further analysis. In the subsequent analysis, again, results indicated that correlations between items were sufficiently

large for PFA (i.e., the Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .85. Bartlett’s test of sphericity $\chi^2 (45) = 741.53, p < .001$). The items that cluster on the same components, as indicated by the structure matrix, suggest two components. Component 1 represented ‘standing up to self’ (previously noted as ‘managing identity tensions’) and component 2 included items that previously loaded on ‘opposing or branching out from the status quo’ and ‘protecting entities in need’ and was revised to represent ‘standing up for others.’ The two components had eigenvalues over Kaiser’s criterion of 1 and explained 39.65% and 13.81% of the variance, respectively. In sum, a two-factor solution emerged and explained 53.46% of the common variance. The six items for factor 1 represent ‘*standing up to self*,’ defined as a person’s willful, intentional acts to overcome personal limits and fears to promote personal integrity and development in the workplace, have factor loadings larger than .52 (Cronbach’s $\alpha = .79$). Factor 2, ‘*standing up for others*,’ defined as a person’s willful, intentional acts to protect entities (e.g., leaders and coworkers) in need to promote mutual integrity and development in the workplace, consists of four items with factor loadings larger than .55 and reliability of .77. Thus, 10 items were retained for the 2 factor model of courageous followership (See Table 2 factor loadings and Table 3 for scale statistics).

TABLE 2:
Results of Exploratory Factor Analysis (Study 1 - Sample A)

Survey Items		Factor 1	Factor 2
<u>Standing up to Self:</u> a person's willful, intentional acts to overcome personal limits and fears to promote personal integrity and advancement in the workplace			
1	I will report an error I made to my manager even if it negatively impacts me	.69	.36
2	Even if my leader doubted me, I would proactively lead a challenging project with a chance of failure	.53	.34
3	I will not compromise personal ethics for continued employment	.52	.26
4	I am willing to ask questions others may think are ridiculous if I am not clear about something	.61	.31
5	Even if it damages my relationships, I would report a coworker's unethical behavior to my manager.	.65	.40
6	I would admit it if an error I made negatively impacted my manager	.62	.45
<u>Standing up for Others:</u> a person's willful, intentional actions to protect entities (e.g., leaders and coworkers) in need to promote mutual integrity and development in the workplace.			
1	Even if it may damage my career, I would confront a manager who had been bullying a coworker/team	.43	.87
2	I put effort into making sure that my leader adheres to the agreed principles and standards	.51	.65
3	Although it may offend my manager, I would not accept him/her being rude to someone	.37	.76
4	I defend my manager from unwarranted attack	.38	.55
Eigenvalues		3.96	1.38
% of variance		39.65	13.81
α		.79	.77

TABLE 3:
Courageous Followership Scale Descriptive Statistics
(Study 1 - Sample A)

	Survey Items	Item Mean	Item <i>SD</i>
1	I will report an error I made to my manager even if it negatively impacts me	5.37	1.24
2	Even if my leader doubted me, I would lead a challenging project with a chance of failure	4.98	1.41
3	I will not compromise personal ethics for continued employment	5.19	1.52
4	I am willing to ask questions others may think are ridiculous if I am not clear about something	5.24	1.42
5	Even if it damages my relationships, I would report a coworker's unethical behavior to my manager.	5.02	1.37
6	I would admit it if an error I made negatively impacted my manager	5.32	1.28
7	Even if it may damage my career, I would confront a manager who had been bullying a coworker/team	4.57	1.69
8	I put effort into making sure that my leader adheres to the agreed principles and standards	5.05	1.37
9	Although it may offend my manager, I would not accept him/her being rude to someone	4.66	1.50
10	I defend my manager from unwarranted attack	4.88	1.53

4.2.3 Phase 2: Confirmation and Validation

Rival construct & preliminary nomological network. To demonstrate the relevance of courageous followership in organizational behavior and management, further construct validation and development of the nomological network for courageous followership are performed. Specifying an initial nomological network for courageous followership entails exploring how courageous followership is distinct from existing constructs (i.e., discriminant validity; Hinkin, 1998). Courageous followership might have conceptual overlap with other follower constructs and should be empirically differentiated. To support construct validation, I included co-production orientation in the analysis. Co-production orientation (Carsten and Uhl-Bien, 2012) is connected to courageous followership. Co-production orientation reflects individual beliefs in how followers should enact their roles in relation to the leader. It represents the belief that the follower role involves partnering with and challenging the leader when necessary. A sample item from the 5-item scale is “As part of their role, followers must be willing to challenge superiors’ assumptions” (Carsten and Uhl-Bien, 2012). Co-production orientation is associated with, but distinct from, courageous followership in that courageous followership incorporates challenge to self as well as others.

Confirmatory factor analysis. To confirm the two-factor structure of courageous followership and empirically validate the distinctiveness of the courageous followership construct from rival constructs (e.g., co-production orientation; Carsten, M.K., Uhl-Bien, M., & Huang, L., 2012) a series of CFAs were conducted using a different data set (sample B). To achieve the minimal threshold of at least 200 participants (Hinkin, 1998), 300 working adults were sampled via from Amazon’s Turk Prime crowdsourcing platform for social sciences. Turk Prime was designed specifically as a research platform and integrates with

MTurk to offer social and behavioral scientists a comprehensive assortment of research tools that enhance the crowdsourcing process (Litman, Robinson, & Abberbock, 2017). As an extension of MTurk, Turk Prime allows researchers to easily execute difficult and time-consuming research designs (e.g., longitudinal studies). Not only is it easier to collect data, but confidentiality, quality, and reliability are improved with the ability to; anonymize worker identification, prevent duplicate respondents between and within studies, and easily establish criteria for including and excluding particular workers (e.g., highly active respondents or US workers only; Litman et al., 2017). Eighteen participants were eliminated due to failed attention checks and/or responses that were well below or above norms for completion ($\pm 2 SD$), resulting in a final sample of 282 participants (94% retention). Of the 282 participants, 60.6% were female, 70% Caucasian and on average were 39.8 years in age ($SD = 11.40$). On average, they worked in the current organization for 18.4 years. The majority of respondents (70.1%) held at least an undergraduate degree, and 53.9% of them were in non-management roles. Participants responded to the 10 new items using a seven-point Likert scale (1 = “strongly disagree” to 7 = “strongly agree”). As shown in Table 4, I calculated bivariate correlations among the two dimensions of followership and its related constructs. Standing up to self was positively related to standing up for others ($r = .42, p < .001$). Additionally, courageous followership was negatively related to coproduction orientation ($r = -.23, p < .001$), and positively related to creativity ($r = .40, p < .001$). The alpha reliabilities of the scales were .51, and .93, respectively.

Using Stata 16, I conducted multiple confirmatory factor analysis with maximum likelihood estimations. In the first CFA, I confirmed the item and factor structure and examined whether a baseline two-factor model in which the latent courageous followership

and two dimensions provided a better fit to the data than did a single-factor model (collapsing both factors together). The multi-dimensional courageous followership construct would be distinct from the single factor construct when the χ^2 for the single-factor model was significantly worse than for the two-factor model (Anderson & Gerbing, 1988). Additionally, all item loadings were significant at the .01 level and loaded on the specified factors. The factor loadings were between .30 and .69. CFA with maximum-likelihood estimation indicated an acceptable fit for a two- factor model with a second-order factor ($\chi^2 = 41.04$, $df = 34$, RMSEA = .03, CFI = .98, TLI = .97, SRMR = .04). The model fit the data better than an alternative model with the two factors collapsed into one component ($\Delta\chi^2 = 54.63$, $\Delta df = 1$, RMSEA = .08, CFI = .83, TLI = .78, SRMR = .06). In addition, as evidence of distinction from coproduction orientation, as shown in Table 5, the three-factor model (Standing up for self – SUS, standing up for others – SUO, and coproduction orientation - CoP) fit the data significantly better than a two-factor (SUS+SUO; CoP) and a one-factor model (SUS+SUO+CoP).

Overall, findings from Sample A and B (Study 1) provide preliminary evidence that a reliable, construct and content valid, multi-dimensional courageous followership measure was created. Courageous followership is comprised of two related yet distinct factors and distinguishable from rival constructs like co-production orientation and significantly related to creativity (providing preliminary insight on Hypothesis 4). The findings across the two samples demonstrate the conceptual distinction between the two dimensions of courageous followership and evidenced discriminant validity of the newly developed courageous followership measure.

TABLE 4:
Descriptive Statistics and Correlations among Variables
(Study 1 - Sample B)

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
1 Courageous Followership	4.80	.88	-											
2 Standing up for Self	4.98	.99	.89**	-										
3 Standing up for Others	4.52	1.13	.79**	.42**	-									
4 Coproduction orientation	5.02	.89	-.23**	-.24**	-.15*	-								
5 Creativity	5.27	1.23	.40**	.36**	.30**	-.03	-							
6 Social desirability	3.51	.65	.01	.05	-.04	.15*	-.07	-						
7 Positive affect	3.55	.76	.33**	.25**	.30**	-.01	.33**	-.07	-					
8 Negative affect	1.52	.73	-.09	-.12*	-.02	-.06	-.13*	-.07	-.11	-				
9 Age (yrs.)	39.80	11.40	.08	.17**	-.07	.02	.07	.12*	.25**	-.22**	-			
10 Gender ^a	.61	.50	.00	.05	-.06	-.06	-.03	.02	-.15*	-.17**	-.01	-		
11 Tenure w/Org (yrs.)	18.73	11.58	.11	.22**	-.07	-.05	.11	.19**	.18**	-.29**	.89**	-.02	-	
12 Interaction w/leader	3.35	1.47	.13*	.09	.14*	-.13*	.09	.134*	-.03	-.01	.04	-.04	.08	-

Notes. N = 282; * $p \leq .05$. ** $p \leq .01$. Two-tailed tests. ^aGender: 0 = male, 1 = female.

TABLE 5:
Confirmatory Factor Analysis
(Study 1 - Sample B)

	Models	χ^2	<i>df</i>	RMSEA	CFI	SRMR	TLI
	Two factors Baseline model: (SUS; SUO)	41.04	34.00	.03	.98	.04	.97
1	One-factor model 1: (SUS+SUO)	95.67	35.00	.08	.83	.06	.78
2	One-factor model 2: (SUS+SUO+CoP)	184.84	90.00	.06	.77	.06	.73
3	Two-factor model: (SUS+SUO; CoP)	156.83	89.00	.05	.84	.06	.81
4	Three factor model: (SUS; SUO; CoP)	101.61	87.00	.02	.97	.05	.96

Note: SUS = Standing Up to Self; SUO = Standing Up for Others; CoP = Co-production orientation. "+" means combining two or more factors to be a single factor. Coefficients in bold are statistically significant at $p < .05$.

4.3 Overview Study 2

4.3.1 Phase 3: Hypothesis testing

Resilience, Courageous Followership, and Creativity. Study 1 demonstrated the reliability and construct validity of courageous followership and provided preliminary insight on the relationship between courageous followership and followership outcomes (i.e., creativity) in the workplace. Study 2 was designed to empirically examine the functionality and usefulness of courageous followership by examining how leader characteristics and context influence followership behavior and the role of courageous followership in influencing individual follower behavior.

4.3.2 Participants and procedures

To test the meaningfulness and preliminary nomological network of courageous followership, data was collected from 113 participants via Amazon's Cloud Research, formerly known as Turk Prime (Litman et al., 2017). Nine participants were eliminated due to failed attention checks and/or responses that were well below or above norms for completion (± 2 *SD*), resulting in a final sample of 105 participants (93% retention). Of these employed participants, 68.6% were Caucasian, 21% were Black or African American, and 5.7% were Asian; 38.1% were women, and the average age was 35.7 ($SD = 9.93$). Participants were employed primarily in the private sector (63.8%); of those in private sector jobs, 40% identified as individual contributors (i.e., non-leaders). Followers reported interacting with their manager on average four times per week. The average tenure in their current job was 3.94 years, and 72.4% had acquired a bachelor's degree or above.

4.3.3 Measures

Previously established measures were utilized in the study to help safeguard the validity of the survey. Unless otherwise noted, participants responded to the measures described below

using a seven-point Likert-type scale (1 = “strongly disagree” to 7 = “strongly agree”). Scale items are available in Appendix A and B.

Courageous followership was measured using the new 10-item scale developed in Study 1 (“*Standing up to Self*” factor, $\alpha=.79$, and “*Standing up for Others*” factor, $\alpha=.77$). An acceptable fit was found in Study 1 for a two-factor model with a second-order factor ($\chi^2 = 41.04$, $df = 34$, CFI = .98, RMSEA = .03). Participants were asked to consider their *current organization and role* in their self-assessment of courageous followership. Sample items were “Even if my leader doubted me, I would lead a challenging project with a chance of failure” and “Even if it may damage my career, I would confront a manager who had been bullying a coworker.” Cronbach’s $\alpha = .87$.

Psychological resilience. Followers reported perceptions of their leader’s resilience using the 14-items adapted from the Ego-Resilience Scale developed by Block & Kremen (1996). Clinical and developmental psychologists, as well as management scholars, use this scale often (e.g., Alessandri et al., 2020, Fredrickson et al., 2003; Ong et al., 2006; Shin et al., 2012; Tugade & Fredrickson, 2004). Specifically, I asked participants to rate their perceptions of their leader’s resilience using a four-point Likert scale (1 = “does not apply at all” to 4 = “applies very strongly”). Sample items are “My manager enjoys dealing with new and unusual situations” and “My manager quickly gets over and recovers from being startled.” Cronbach’s $\alpha = .87$.

Relational energy. Relational energy represents the “...heightened level of psychological resourcefulness generated from interpersonal interactions that enhances one’s capacity to do work” (Owens et al., 2016: 37). It reflects the energizing psychological resources that one individual receives from another. Participants are asked to rate their perceptions of their leader’s relational energy using the adapted 5-item scale developed by Owens et al., (2016).

Sample items are “I feel invigorated when I interact with this leader” and “After an exchange with this leader, I feel more stamina to do my work.” Cronbach’s $\alpha = .93$.

Disruptive event criticality. Disruptive event criticality is “the degree to which an event is distinct from pre-existing behaviors, features, and events in the workplace while also being essential to life in the workplace” (Morgeson & DE Rue, 2006: 273). Consistent with previous events studies, I utilized a two-step process (e.g., Morgeson & DE Rue, 2006; Tang et al., in press) to collect and assess disruptive events, disruptive event criticality, and disruptive event novelty in the workplace. Specifically, followers were asked to recall and describe a workplace event that disrupted their ability to complete work efforts over the specified period. After writing a short description of the event on the questionnaire, participants assessed the event’s disruption, novelty, and criticality. Followers reported 77 unique disruptive events, of which 35 were categorized as related to the COVID-19 pandemic. Thus, 45% of the described events represent a natural co-occurrence (global event) that broadly impacted different facets of the workplace experience in multiple organizational settings (see Table 6 for example exogenous events identified in survey). After writing the descriptions, followers rated events using measures established by Morgeson (2005) and Morgeson & DE Rue (2006). Items were rated on a 5-point Likert scale (1 = “to a very small extent” to 5 “to a very large extent”). Disruptive event criticality was operationalized by averaging across the items for event criticality. A disruptive event criticality sample item was “this event was critical for the long-term success of the team.” Cronbach’s $\alpha .84$.

Creativity refers to the production of ideas about products, practices, processes, or procedures that are (a) novel and (b) potentially useful to the organization (Shalley, Zhou, & Oldham, 2006). Consistent with prior creativity studies (e.g., Hirst et al., 2009), followers assessed their creativity using the four-item scale from Baer & Oldham (2006). Sample items

included “I am a good source of creative ideas” and “I often come up with creative solutions to problems at work. Cronbach’s $\alpha = .85$.

Controls. Data was collect for factors likely to advance alternative explanations for courageous followership and creativity. Data was collected for creative self-efficacy, psychological safety, positive and negative affect, event characteristics, frequency of interaction with the leader, follower gender (1 = female, 0 = male), age, and organizational tenure. As a check of the alternative hypothesis that the influence of leader resilience on courageous followership is not a byproduct of perceptions of leader resilience but rather the influence of perceived backing in an environment that supports mistakes and risk-taking, I controlled for psychological safety using a 7-item measure (Edmondson, 1999). A sample item was “It is safe to take a risk in this organization” (Cronbach’s $\alpha = .74$). Second, as in prior creativity studies (e.g., Liu et al., 2016), data was collected for several individual differences found to be connected to creativity: *creative self-efficacy* [(Richter, Hirst, van Knippenberg, & Baer, 2012); Cronbach’s $\alpha = .85$], *educational attainment* (Farmer, Tierney, & Kung-McIntyre, 2003; 1 = “less than high” school to 8 = “professional degree”), and *employee age, gender, and organizational tenure* (Chen, Liu, & Portnoy, 2012). Additionally, given support for the influence of state affect on reactions to stressful situations, I controlled for positive and negative state affect using a 6-item Positive and Negative Affect (PANAS) measure. Individuals reported the extent to which three positive states (i.e., Energetic, Happy, Enthusiastic) and three negatives states (i.e., Distressed, Angry, Upset) accurately described their feelings at the time of survey on a five-point Likert scale [(1= “very inaccurately,” to 5 = “very accurate”); Watson, Clark, and Tellegan, 1999; Cronbach’s $\alpha = .78$ and $.88$, respectively]. Also captured was the frequency of interactions between the follower and his/her focal leader. To conclude, as suggested by event system theory (Morgeson et al., 2015), perceptions of event novelty and disruption were included as controls to capture the influence of all event strength attributes. A sample item for event disruption and event

novelty are “this event disrupted the team’s ability to get its work done” and “there is a clear, known way to respond to this event,” respectively. Cronbach’s α were .75, and .81.

TABLE 6:
Event Classifications and Exemplary Quotes (Study 2)

Theme	Description	Exemplary Disruptive Events
Pandemic COVID - 19	Pandemic related issues impacting individual or organizational performance	<p>Corona virus. I'm a cosmetologist so the lack of customers coming in has really stumped my growth and work progress. I can't get any work done</p> <p>I work at a hospital, so the ongoing pandemic has made basically everyday like that. I have a lot more work to do and I have to do it more quickly</p> <p>Someone at work was exposed to COVID-19 and possibly exposed everyone else in the office, which meant we all had to isolate and work from home.</p>
Task Performance	Issues that involve the performance of job tasks (e.g., operating procedures, technology, task-related goals)	<p>We had a switch go down and we had to reroute the connections to offset it. It lasted for two days before we got the new switch and had it installed.</p> <p>We had an unexpected truck delivery of new stock. I was not expecting it on that day. So, I had to change my entire plans for the day to unload it.</p>
Personnel	Personnel-related issues of one or more team members (e.g., absences, new team members outsourcing)	<p>A co-worker lost her phone and FREAKED out trying to find it; tossing the office up in her wake, and leaving many others frightened by her behavior.</p> <p>I got late to a meeting with my boss and he spoke to me harshly which resulted to me being disorganized for about two hours after the incident.</p>
Team Processes	Issues involving internal team dynamics or how individuals work together as a team (e.g., coordination communication, deadlines)	<p>We got production support ticket having high priority. Somehow I missed to fix it in timely manner. This all happened because of some other work.</p>
Conflict	Disagreements within or between individuals/teams (e.g., intragroup conflict)	<p>I came to work and found two of my colleagues having an heated argument, it was so bad that they were reported to the director. The director punished.</p> <p>My coworker was coming to work high on pills. They were causing a scene and making more work for myself because they couldn't do their job right.</p>
Task Resources	Resource issues encountered when performing tasks (e.g., lack of resources)	<p>The power went out at work, so we could not use our computers. We waited around with nothing to do for almost 3 hours until power came back on.</p> <p>A surprise client arrived that would not leave until their needs were met</p>
Task Problems	Problems encountered when performing tasks (e.g., poor quality, malfunctions, complaints)	<p>It was my first individual sales pitch & had given me immense happiness and confident to drive sales consistently.</p>
Reinforcement	Work accomplishments or recognition of accomplishments (e.g., rewards, feedback)	<p>It was my first individual sales pitch & had given me immense happiness and confident to drive sales consistently.</p>

4.3.4 Analytical Strategy

Hypotheses were tested following moderated, conditional moderation, and conditional moderated mediation techniques (Hayes, 2018; Hayes & Rockwood, 2020; Preacher, Rucker, & Hayes, 2007). In this approach, multiple regression analyses are used to model the paths between variables framing the moderations and mediation. I used the SPSS macro, PROCESS (version 3.4.1), to test conditional effects and first stage conditional moderated mediation models. A moderated model (Model 1; Hayes, 2017) with a single moderator and a conditional moderated mediation model (Model 11; Hayes, 2017) with two moderators was specified. In all models, bootstrapped estimates and 95% bias correct bootstrapped confidence intervals (CI) were generated. PROCESS supports the inclusion of multiple control variables and mean centering of predictor variables before each analysis. In order to test for interactive effects, I assessed if the interactions (i.e., leader resilience and disruptive event criticality and leader resilience, disruptive event criticality, and leader relational energy) were significantly related to the new construct, courageous followership. Further, to test the overall model, if the three-way interaction was significant, I examined the indirect effects of the conditional moderated mediation. If the three- way interaction was not statistically significant, I concluded that evidence for moderated- moderated-mediation was lacking (Hayes, 2018).

4.1 Analysis and Results - Study 2

4.4.1 Preliminary analysis - CFA

CFA. Before hypothesis testing, I conducted confirmatory factor analysis (CFA) using Stata v16 with maximum likelihood estimation to assess the distinctiveness of the scales utilized in the model. Specifically, I included the five focal variables in the hypothesized model: i.e., leader resilience, disruptive event criticality, leader relational energy, courageous followership, and follower creativity. The hypothesized five-factor model ($\chi^2 = 966.02$, $df = 584$, $p < .01$; CFI

= .80, TLI = .79, RMSEA = .08) fits the data better than 10 alternative models in which any two of the five factors were combined, as shown in Table 7. Thereby, the distinctiveness of the measures in Study 2 was validated.

Descriptive analysis. Table 8 displays the descriptive statistics (i.e., means and standard deviations) and inter-correlations among the study variables. The configuration of the correlations aligns with the hypothesized relationships. Specifically, resilience, disruptive event criticality, and leader relational energy have positive and statistically significant correlations with courageous followership. In addition, courageous followership has a positive and statistically significant correlation with follower creativity. These correlations provide some evidence of the validity of the newly developed measure of courageous followership. Tables 9 through 13 provide results of hypothesis testing

TABLE 7:
Results of Confirmatory Factor Analysis for Study 2 Variables

	Models	χ^2	<i>df</i>	$\Delta\chi^2$	RMSEA	CFI	TLI	SRMR
	Five-factor Baseline model: Resilience, disruptive event criticality, courageous followership, relational energy, creativity	966.02	584		.08	.80	.79	.08
1	Four-factor model 1: Resilience + DEC, courageous followership, relational energy, creativity	1076.16	588	110.14	.09	.78	.73	.09
2	Four-factor model 2: Resilience + relational energy, DEC, courageous followership, creativity	1115.76	588	149.74	.09	.73	.71	.09
3	Four-factor model 3: Resilience + courageous followership, DEC, relational energy, creativity	1124.42	588	158.40	.09	.72	.70	.09
4	Four-factor model 4: Resilience + creativity, DEC, courageous followership, relational energy	1093.86	588	127.84	.09	.74	.72	.09
5	Four-factor model 5: Resilience, DEC + relational energy, courageous followership, creativity	1107.44	588	141.42	.09	.73	.71	.09
6	Four-factor model 6: Resilience, DEC + courageous followership, relational energy, creativity	1080.22	588	114.20	.09	.75	.73	.09
7	Four-factor model 7: Resilience, DEC + creativity, courageous followership, relational energy	1114.00	588	147.98	.09	.73	.71	.10
8	Four-factor model 8: Resilience, DEC, creativity, relational energy + courageous followership	1132.22	588	166.20	.09	.72	.70	.09
9	Four-factor model 9: Resilience, DEC, courageous followership, relational energy + creativity	1087.99	588	121.97	.09	.74	.72	.09
10	Four-factor model 10: Resilience, DEC, relational energy, courageous followership + creativity	1060.43	588	94.41	.09	.76	.74	.08
11	One factor model	1472.62	594	506.60	.12	.54	.52	.11

Note: N=105. "+" means combining two or more factors to be a single factor. DEC = disruptive event criticality. Coefficients in bold are statistically significant at $p < .05$.

TABLE 8:
Descriptive Statistics and Correlations among Variables (Study 2)

	<i>Variable</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>	<i>15</i>	<i>16</i>
1	Creative self-efficacy	5.41	1.14	-															
2	Psychological safety	2.63	.76	-.17	-														
3	Interaction w/leader	3.94	1.72	.08	-.08	-													
4	Age (yrs.)	35.68	9.93	.14	-.13	-.03	-												
5	Gender ^a	.38	.49	-.07	-.14	-.17	.06	-											
6	Education	4.68	1.21	.10	.16	.13	.01	.00	-										
7	Organizational tenure	3.94	1.41	.23*	-.17	.14	.51**	.02	.02	-									
8	Positive affect	3.33	.93	.44**	.06	.16	-.10	-.22*	.17	.02	-								
9	Negative affect	2.54	1.23	-.17	.46**	.02	-.11	-.19	.05	-.08	-.10	-							
10	Disruptive event																		
10	disruption	3.70	.80	.27**	-.09	.04	.19	.09	.06	-.01	.23*	.05	-						
11	Disruptive event novelty	3.35	.86	.35**	.14	.03	.06	-.25*	.16	.20*	.42**	.10	.08	-					
12	Leader resilience	2.87	.51	.33**	-.08	.19*	.02	-.06	.24*	.20*	.43**	.09	.43**	.40**	-				
12	Disruptive event																		
13	criticality	3.66	1.00	.21*	.01	.02	-.11	-.16	.13	-.07	.36**	.02	.61**	.19	.42**	-			
14	Leader relational energy	4.85	1.36	.22*	-.05	.30**	-.07	-.14	.20*	.13	.42**	.24*	.33**	.28**	.58**	.28**	-		
15	Courageous followership	5.22	.94	.43**	-.29**	.18	-.08	-.09	.06	.05	.45**	-.02	.40**	.19	.49**	.39**	.58**	-	
16	Follower creativity	5.17	1.11	.66**	-.07	.20*	-.06	-.19*	.13	.06	.44**	.01	.28**	.34**	.43**	.20*	.50**	.54**	-

Notes. N = 105. * $p \leq .05$. ** $p \leq .001$. ^aGender: 0 = male, 1 = female.

TABLE 9:
Regression Analysis: Leader Resilience, Disruptive Events Criticality, and
Leader Relational Energy on Courageous Followership (Study 2)

<i>Variables</i>	Courageous Followership							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Disruptive event disruption	.31**	.10	.21*	.10	.14	.12	.07	.11
Disruptive event novelty	.00	.10	-.07	.10	-.07	.10	-.09	.09
Creative self-efficacy	.14	.08	.13	.08	.14	.08	.16*	.07
Psychological safety	-.32**	.10	-.30**	.10	-.30**	.10	-.29**	.09
Frequency of interaction w/leader	.04	.04	.02	.04	.03	.04	-.01	.04
Gender ^a	-.12	.16	-.14	.16	-.10	.16	-.04	.15
Positive affect	.31**	.10	.25*	.10	.24*	.10	.16	.09
<i>Predictors</i>								
Leader resilience			.44*	.18	.41*	.18	.10	.18
Disruptive event criticality					.10	.10	.13	.09
Leader relational energy							.27***	.06
F	9.49***		9.50***		8.57***		10.93***	
R ²	.41		.44		.45		.54	
ΔR ²			.03***		.01***		.09***	

Note. N = 105. ^aGender coded as 1 = female, 0 = male. Unstandardized regression coefficients are reported.

* $p < .05$. ** $p < .01$. *** $p < .001$.

4.4.1 Results

Hypothesis 1 predicted a positive and direct effect of leader resilience on courageous followership (scale development and validation was established in Study1). The results reflected in Table 9 demonstrate that leader resilience was significantly related to courageous followership ($b = .44$, $SE = .18$, $p < .05$), supporting Hypothesis 1. Hypothesis 2 predicted disruptive event criticality would moderate the positive relationship between leader resilience and courageous followership such that the relationship is stronger when perceptions of disruptive event criticality are higher. As indicated in Table 10, the interaction between perceptions of leader resilience and disruptive event criticality was non-significant ($b = -.21$, ns). Further, although not theorized, because moderation was not established, I did not conduct a supplementary analysis of the subsequent moderated mediation of the two-way interaction between leader resilience and disruptive event criticality. Hypothesis 3 proposed that there would be a three-way interaction between leader resilience, disruptive event criticality, and leader relational energy on courageous followership such that the joint effect of leader resilience and disruptive event criticality on courageous followership would be strongest when perceptions of leader relational energy were higher in contrast to lower. As predicted, the PROCESS results revealed a significant three-way interaction among leader resilience, disruptive event criticality, and leader relational energy on courageous followership ($b = .21$, $SE = .07$, $p < .01$; Table 11). Thus, the effect of leader resilience on courageous followership depends on levels of leader relational energy as a function of disruptive event criticality. Thus preliminary support of Hypothesis 3 was established. Further examination of the simple slopes (Figure 2) indicated that when leader relational energy was higher (+1 SD), the interactive effects of leader resilience and disruptive event criticality on courageous followership was higher ($b = .30$, ns) than when leader relational energy was lower (-1 SD ; $b = -.28$, ns). As shown in Table 11, the moderation of the interaction between leader

resilience and disruptive event criticality by leader relational energy accounts for 4% of the variance in courageous followership.

TABLE 10:
PROCESS Analysis Results: Interactive Effects of Leader Resilience and Disruptive Event Criticality on Courageous Followership (Study 2)

<i>Variables</i>	Courageous Followership	
	<i>b</i>	<i>SE</i>
Intercept	3.91***	.73
<i>Controls</i>		
Disruptive event disruption	.22	.13
Disruptive event novelty	-.06	.10
Creative self-efficacy	.13	.07
Psychological safety	-.30**	.10
Frequency of interaction w/leader	.03	.04
Gender ^a	-.13	.16
Positive affect	.23*	.10
<i>Predictors</i>		
Leader resilience	.40*	.18
Disruptive event criticality	.05	.10
Leader resilience x disruptive event criticality	-.21	.14
R ²		.46
F(10,94)		8.04**

Note. *N* = 105. ^aGender coded as 1 = female, 0 = male.

p* < .05. *p* < .01. ****p* < .001.

TABLE 11:
PROCESS Analysis Results: Conditional Moderation Effects of
Leader Resilience, Disruptive Event Criticality, and Leader Relational Energy
on Courageous Followership (Study 2)

<i>Variables</i>	Model 5		Model 6	
	Courageous Followership		Follower Creativity	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Intercept	4.11***	.69	.27	.83
<i>Controls</i>				
Disruptive event disruption	.17	.12	.00	.11
Disruptive event novelty	-.08	.09	.05	.11
Creative self-efficacy	.15*	.07	.49***	.08
Psychological safety	-.18	.10	.13	.11
Frequency of interaction w/leader	.00	.04	.05	.05
Gender ^a	-.06	.15	-.21	.17
Positive affect	.11	.09	.00	.11
<i>Predictors</i>				
Courageous Followership			.32**	.11
Leader resilience	.07	.19	.23	.20
Disruptive event criticality	-.01	.10		
Leader relational energy	.19**	.07		
Leader resilience x Disruptive event criticality	.01	.22		
Leader resilience x Leader relational energy	.14	.13		
Leader relational energy x Disruptive event criticality	.04	.07		
Leader resilience x Disruptive event criticality x Leader relational energy	.21**	.07		
R ²		.59		.56
□ R ² Three way interaction		.04**		
F(14, 90) ^b ; (9, 95) ^c		9.18***		13.25***

Note. N = 105. ^aGender coded as 1 = female, 0 = male. ^bModel 1. ^cModel 2.
Unstandardized regression coefficients are reported. * $p < .05$. ** $p < .01$. *** $p < .001$.

To further explicate the make-up of the three-way interaction, I examined the underlying two-way interactions. The two-way interactions between leader resilience and disruptive event criticality ($b = .01, ns$), leader resilience and leader relational energy ($b = .14, ns$), and disruptive event criticality and leader relational energy ($b = .04, ns$) were each non-significant. See Table 11. To further probe the three-way interaction depicted in Figure 2, I utilized the Johnson–Neyman (J–N) technique (Hayes & Mathes, 2009), to identify areas in the range of leader relational energy where the interactive effect of leader resilience and disruptive event criticality on courageous followership was statistically significant. Using this approach, it was determined that the region of significance for the interaction is all values of leader relational energy less than or equal to -2.01 . At this point on the scale, there is a transition from a statistically significant effect of leader relational energy to statistically non-significant and positive ($b = -.42, SE = .21, p = .05$). For leader relational energy values less than -2.01 , down to the minimum observed value of leader relational energy in the data, the effect is significant. Hypothesis 4 predicted a positive and direct effect of courageous followership on follower creativity. As shown in Table 12, courageous followership was significantly related to creativity ($b = .32, SE = .11, p < .01$). Thus, Hypothesis 4 was supported. Hypothesis 5 suggested that courageous followership mediated the interactive effects of leader resilience, disruptive event criticality, and leader relational energy on follower creativity. As noted above in Hypothesis 3, a significant effect of the three-way interaction on courageous followership was found; providing preliminary support of the conditional moderated mediation hypothesis. The omnibus test of the conditional moderated mediation reflected in the PROCESS results (i.e., index of moderated mediation; Preacher, 2015) reveals that the 95% confidence interval of the indirect effect based on 20,000 bootstrapping estimates was $[-.13, .15]$, including zero. Thus the indirect effect was not significant. As shown in Table 12,

the indirect effect was not significant at high leader relational energy ($b = .18$, 95% CI $[-.11, .48]$). The indirect was not significant at low leader relational energy ($b = -.13$, 95% CI $[-.52, .17]$). The indirect effect is not significant at different levels of disruptive event criticality or leader relational energy. Thus, Hypothesis 5 was not supported. See Table 12. Although not theorized, the results in Table 13 also reveal that courageous followership did not mediate the effect of perceptions of leader resilience on creativity. The indirect effect was not significant ($b = .14$, 95% CI $[-.03, .36]$).

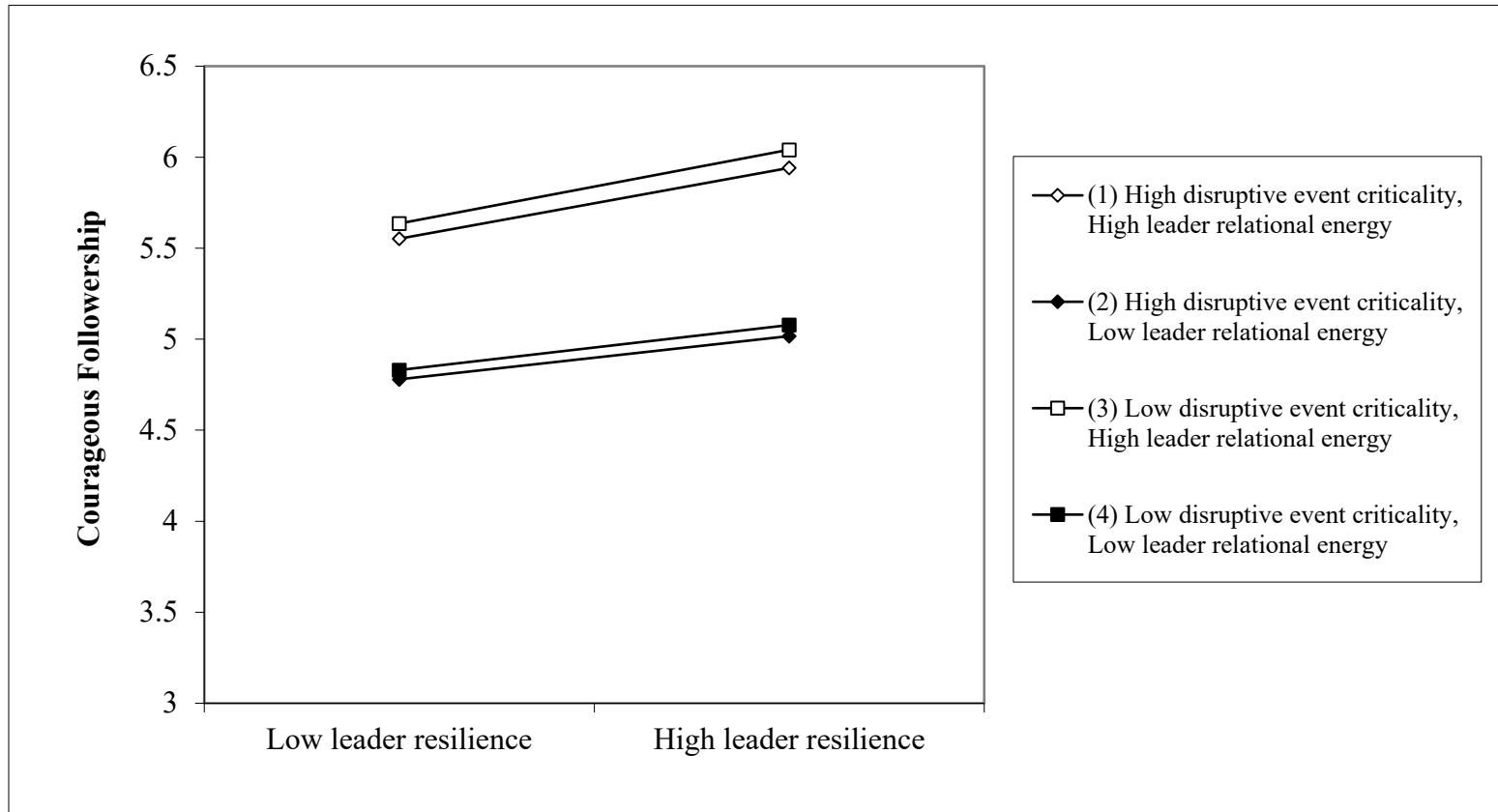


FIGURE 2:
The Conditional Interactive Effect of Leader Resilience, Disruptive Event Criticality, and Leader Relational Energy on Courageous Followership (Study 2)

TABLE 12:
PROCESS Analysis Results: Conditional Indirect Effects of Leader Resilience on
Follower Creativity (DV) via Courageous Followership at High & Low Levels of the Moderators (Study 2)

Level of the Moderators		Courageous Followership			Follower Creativity		
Disruptive Event Criticality	Leader Relational Energy	1st Stage Moderation	<i>SE</i>	95% CI	Indirect Effect	<i>SE</i>	95% CI
Low	Low	.15	.27	[-.38, .69]	.05	.17	[-.37, .33]
High	Low	-.41	.32	[-1.03, .22]	-.13	.17	[-.52, .17]
Low	High	-.04	.44	[-.91, .83]	-.01	.21	[-.34, .55]
High	High	.56	.36	[-.15, 1.27]	.18	.15	[-.11, .48]

Note. N=105. Bootstrap iteration = 20,000.

TABLE 13:
Supplemental PROCESS Analysis: Mediated Effects of Leader Resilience on Creativity
through Courageous Followership (Study 2)

Variables	Est MX	Est YM	Direct effect	Indirect effect (MxYm)	95% CI (MxYm)	
					LL	UL
Courageous Followership	.44* (.18)	.32** (.11)	.23 (.20)	.14 (.10)	-.03	.36
R ²	.44 ^a	.56 ^b				
F(8, 96) ^a ; (9,95) ^b	9.50***	13.25***				

Note. N=105. ^aModel 1, Est MX = path from leader resilience to courageous followership. ^bModel 2, Est YM = path from courageous followership to follower creativity. Unstandardized regression coefficients are reported. Standard errors in parenthesis. LL = lower limit; UL = upper limit. * $p < .05$. ** $p < .01$. *** $p < .001$.

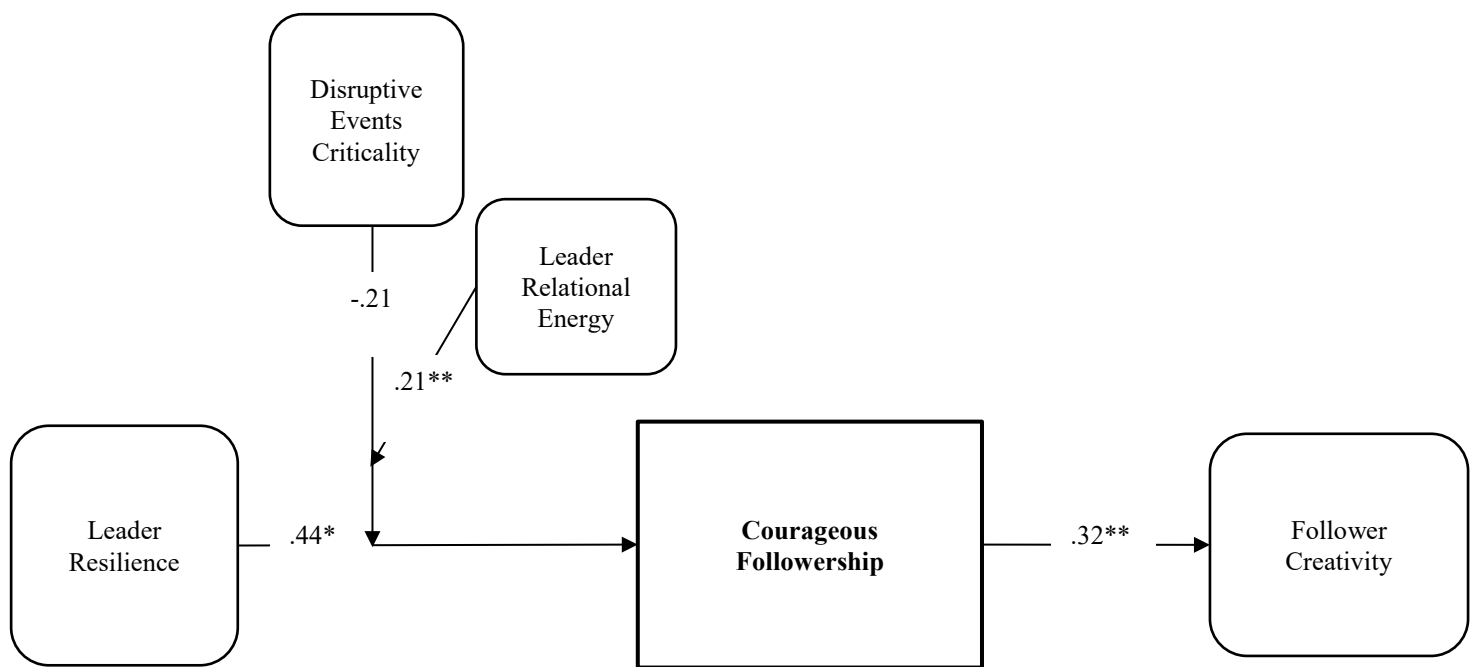
CHAPTER 5

GENERAL DISCUSSION, IMPLICATIONS, AND CONCLUSIONS

5.1 Summary of results

The threefold goal of this dissertation research was; 1) rigorously explore and clarify the phenomenon of courage in followership by defining two dimensions of courageous followership and validating a measure of courageous followership, 2) enhance our understanding of why followers vary in displays of courageous followership by examining its relationship to leader individual differences and events in context (i.e., leader resilience, leader relational energy, and disruptive event criticality), and 3) establish that demonstrations of courageous followership in the workplace are related to follower creativity. In two studies, I demonstrate evidence for the construct validity, utility, and importance of courageous followership. Findings in Study 1 are consistent with the theory that courageous followership is a psychometrically sound, valid, and reliable multi-dimensional scale and conceptually and empirically distinct from a rival follower construct (i.e., coproduction orientation). In Study 2, integrating event system and trait activation theories (Morgeson et al., 2015), I examined how two individual difference antecedents - perceptions of leader resilience and leader relational energy, and contextual factors (event attributes) would individually, and interactively influence courageous followership. The findings indicate that when each factor was examined individually, each of the individual difference factors positively predicted courageous followership. Concerning the interactive effects, results indicate that disruptive event criticality (DEC) alone did not augment the effects of follower perceptions of leader resilience on courageous followership. However, the perceptions of leader resilience, leader relational energy, and disruptive event criticality jointly predicted courageous followership. Finally, findings support the prediction that courageous

followership is positively related to desirable work outcomes (i.e., creativity). Thus, below I further expound upon the key contributions of this dissertation research: (1) conceptualization and operationalization of a novel followership behavior with implications for followership research and theory, (b) insights on followership antecedents and consequences for organizational behavior, (c) empirical support for event system theory situated in organizational behavior, to support explanations of the synergistic effects of individual differences and context on courageous followership.



5.2 Theoretical implications

Courageous Followership. For centuries, scholars have differentiated leaders from followers (Kirkpatrick & Locke, 1991) and indirectly cast followers as an ‘irrelevant necessity.’ While there is an abundance of leader and follower-centric theoretical and empirical literature, empirical studies of followership are scarce given the lack of valid and reliable measures of followership behaviors (Uhl-Bien et al., 2014). Given the emerging exploration of follower behaviors and followership as a vital component of the workforce, the findings in this dissertation bridge knowledge gaps about effective followership behaviors in leader-follower interactions by presenting a novel approach to capturing the behavioral and relational interactions that undergird followership research by theorizing about how the behaviors emerge in leader-follower interactions.

Courageous followership combines theoretical perspectives from followership theory with the courage literature to create a new conceptualization and unique understanding of how and why individuals follow a leader. Using two different samples, I meticulously define and operationalize courageous followership in work contexts from a follower’s perspective of their role in interactions with a focal leader. To devise the conceptualization and measure of courageous followership, I delved into the literature on workplace courage (e.g., Detert and Bruno, 2017; Koerner, 2014; Schilzspand, 2014) and followership (e.g., Uhl-Bien et al., 2014) to ensure that courageous followership represents the breadth of courageous behaviors embodied in the two components of courageous followership: standing up to self and standing up to others. Indeed, the importance of unpacking the different follower types and followership orientations has been demonstrated in extant management research and industry (Barstardoz & Van Vugt, 2019; Carsten et al., 2010; Chaleff, 1995, 2008; Kelly, 1998). However, prior research has not established a precise definition and conceptualization of courageous followership. Nor has

extant research demonstrated rigorous and parsimonious approaches to theorizing and measuring courageous followership. Unpacking courageous followership and defining two theoretically distinct dimensions enabled efforts to measure and encapsulate the nature and complexity of behaviors enacted in courageous followership. Courageous followership explains how effective followership and related outcomes emerge in leader-follower interactions. Thus, I respond to critics of Chaleff's courageous follower theory (Baker, 2007), and calls for the use of validated measures in the testing of workplace relationships to support the prevention of erroneous inferences. The current research contributes to theory on how and why exploring the nature of followership, which is understudied, is critical via the development and test of a reliable and valid courageous followership measure. Courageous followership is a psychometrically sound followership construct that enables further empirical investigations of followership theory with further implications for leadership and creativity research.

Along with introducing courageous followership, I demonstrate the function and meaningfulness of the construct. The preliminary nomological network of courageous followership established in the dissertation links leadership, events, and followership literature to provide a better understanding of the antecedents and outcomes of followership behavior. The noteworthy empirical evidence demonstrated in Study 2 is consistent with followership theory in that leader characteristics are related to followership behaviors. Drawing on leadership research about individual differences (Tuncdogan et al., 2017) and related findings in the followership domain, I argued that leader characteristics influence followership behaviors (Uhl-Bien et al., 2014). Specifically, the test of Hypothesis 1, which considered the relationship between leader resilience and enactment of courageous followership, explains why enactments of courageous followership for some is driven by the perceptions of the focal leader's resilience. Extant research suggests that several beneficial work outcomes emerge from leader-follower interactions that are driven by

leader traits (Zaccaro, Dubrow, & Kollze, 2018). However, despite the perspectives on the significance of resilience (Kossek & Perugino, 2016; Williams et al., 2017), few scholars have explored the motivating experience of resilience and even less have considered the role of leader energy at work. Not only are the results of this study consistent with contemporary developments in resilience and energy literature, but they also advance followership theory by identifying an effective followership behavior and developing and testing a conceptual model of the role of courageous followership in leader-follower interactions.

Building on the integrative theory-building approach advocated in event system theory, I develop a conceptual model and empirically investigate the interactive influence of individual features and external events in shaping entity behaviors and outcomes (Morgeson et al., 2015). This dissertation examined how leader individual differences and events collectively foster followership behavior and how followership behaviors predict individual follower outcomes. Specifically, guided by an events perspective, I examine the extent to which the interplay among leader resilience, leader relational energy, and disruptive event criticality influences courageous followership and creativity. I did not find that followers' perceptions of leader resilience when faced with critical disruptive events interacted to positively influence courageous followership. However, I make an important contribution to the study of events and followership by demonstrating how the joint influence of follower perceptions of leader characteristics (resilience and leader relational energy) is beneficial in navigating crisis (disruptive critical events) in organizations. The synergistic effect of leader resilience and relational energy with perceptions of disruptive event criticality fosters courageous followership. Furthermore, the positive relationship revealed between courageous followership and creativity in the test of Hypothesis 4 implies that courageous followership is worthy of additional consideration in future creativity research. It would be worthwhile to continue explorations of the interactive effects of

individual features and events in context in future followership research.

5.2 Practical Implication

In this research, practitioners will find new insights on organizational, leader, and follower development to support strategic human resource management initiatives. The COVID-19 pandemic exposed organizations – large and small – to unparalleled disruptions to business continuity. Across every occupation, employees were confronted with not only emotional risk but the potential for physical harm. While this may be an extreme case in future crisis management text, undoubtedly when organizations are able to revisit ‘disaster recovery plans’, it may be found that organizations will need a more robust business continuity plans that incorporate perspectives on organizational resilience. Also, for those on the frontlines, proactive training and education in stress management or other stress related interventions (e.g., resiliency training) can prove beneficial to all employees (Williams, et al., 2017). This research will help organizations understand in general why cultivating resilience and courage in employee is vital to organizational health and why some individuals may be more equipped for leadership roles than others. The findings also aide organizations in understanding, specifically, what tools to provide to enable effective leadership and followership.

By demonstrating the critical role of resilience in shaping employee behavior and subsequent outcomes, I provide practitioners with insight on how to motivate employees to be more proactive (i.e., courageous followership and creative) and minimize the potential loss of talent and its associated costs (e.g., turnover; Hom, Lee, Shaw, & Hausknecht, 2017) in turbulent times. Also, by reinforcing the benefits of and modeling of particular leader characteristics (e.g., resilience and relational energy), I add insight on perhaps other critical competency needed for leadership effectiveness and employee engagement. Mindfulness and resiliency training, could be incorporated into employer performance management programs for all employees.

Particularly for employees who are on the frontline managing the often daily disruptions to operations and have accountability for the performance of others. It is probable that by incorporating mindfulness and resilience training for all on the front-end (e.g., in performance management efforts) vs. the back-end (i.e., work-life balance programs offered via employee resource programs) organizations can boost the capabilities of its human capital in both stable and volatile environments and foster the development of courageous followers, creativity, and other beneficial outcomes.

Moreover, organizations that seek solutions to the problem of lost productivity driven by the increasing levels of employee disengagement for the generation voted most likely to change the world – millennials - yet less engaged than prior generations, may find insights herein on how to engage this generation. The lost productivity of this generation is estimated to cost approximately \$284-\$469 billion a year (Gallup, 2016). Thus cultivating and enhancing the perception (reality) of effective leadership and ability to energizing others is key to overcoming the challenges of disengagement. Moreover, this research contains insight on what constitutes effective followership. Recognizing and appreciating those employees that are willing to stand up for self and others within the organization may aid in efforts to develop effective followership, especially in demanding environments. Furthermore, rewarding such behaviors may prove conducive to not only organizational goal attainment but perhaps reductions in corruption, abusive supervision, discrimination, other deviant behaviors in the organization.

5.3 Limitations and Future Research Direction

Two studies using three different samples provide preliminary evidence for the validity of courageous followership and related interactionist model and hypotheses. Courageous followership positively predicted follower creativity, was fostered by perceptions of lead resilience, and was found to be more likely to emerge when leader resilience, leader relational

energy, and disruptive events interacted. The findings evidence the utility, usefulness of the new courageous followership scale. Despite the compelling findings in this research, the results should be balanced in the considerations of its limitations, which point toward several unexplored future research opportunities.

First, inherent in the use of a correlational design and single-source, self-report data are concerns about the influence of common method variance (CMV; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Specifically, due to the design of Study 2, data on perceptions of leader resilience, leader relational energy and disruptive critical events, courageous followership, and creativity were collected at the same time by the same participants via a crowdsourcing platform. Thus, concerns about common source bias and the potential for inflated results are warranted. Whereas self-reported data may be fitting for variables like events, I followed recommendations for mitigating concerns about the same source, self-report data (Podsakoff et al., 2003). Specifically, although the research design did not support temporal separation or multi-source data collections to mitigate concerns of CMV, the study design did incorporate frequently used procedural approaches for mitigating common method variance (i.e., methodological separation; Podsakoff et al., 2003). Methodological separation was created by the natural variation in response formats for the key variables and inserting filler scales between the focal variables. In reference to the response format, the focal measures utilized 7-, 5-, and 4-point Likert-scales and utilized different prompts (e.g., 1 = “does not apply at all” to 4 = “applies very strongly vs. 1 = “strongly disagree” to 7 = “strongly agree”). Thus the scale anchor dissimilarity mitigates a source of CMV (Podsakoff et al., 2003) and minimizes systematic modification of responses (Johnson, Rosen, & Djurdjevic, 2011).

Second, research suggests that the distance between measures in a survey decreases the likelihood that responses to an earlier scale may influence the answers to a later scale.

Therefore, I inserted filler scales (e.g., gender, age) between the key variable as proximal separators. When considered together, these two remedies may reduce the potential that participants can connect earlier responses to a later answer (Johnson et al., 2011; Podsakoff et al., 2003). Moreover, to minimize socially desirable responses, I included guidelines about the confidentiality and evaluation of results at the start of each survey and reinforced the importance of honest answers to support the usefulness of participant responses. Further, in reference to the limitations of cross-sectional designs and crowdsourced data, although I theorized that perceptions of leader resilience and leader relational energy were antecedents of courageous followership and creativity uniquely and interactively, further research is needed to support the causal inferences in the model and theorizing about the multi-directional influence of leader-follower interactions.

Lastly, data collected outside of the work context from individuals who are not likely to work in the same organization would be less encumbered by the fear of reprisal and thus may limit generalizability. Therefore a longitudinal design in a more generalized context would prove essential in efforts to determine if the findings are sample or context-specific and address concerns about single-source self-report data. For example, future research could include the design and execution of a multi-phase data collection with a partner organization. A multi-phase study (e.g., 2-3 time-lagged surveys) could be employed to minimize bias associated with cross-sectional studies like that conducted in Study 2. In phase 1, a collection, exploration, and event evaluation would be implored as in prior event-based research (Morgeson, 2006). In the later stages of the study, data on courageous followership and outcomes would be collected. Thus not only extending event systems theory but notably providing further validation of the meaningfulness of the new construct in management and organizational behavior in assessing not only the effects of leader characteristics on followership behavior but also when the associations

are reversed (e.g., effects of follower resilience and followers as purveyors of relational energy on leader creativity).

Certainly, additional research is needed to elucidate further the meaningfulness of courageous followership in organizations and its nomological network. To improve the validity of courageous followership, future research could explore the contrast between self, peer, and leader reports of courageous followership and consider the reliability of courageous followership over time. Moreover, along with a continued exploration of antecedents of courageous followership at the dyadic level (i.e., LMX, status distance, cultural congruence, relational identification, and liking) researchers could further explore both macro-level (i.e., psychological safety climate) and individual level (i.e., emotional intelligence, mindfulness, political skill, narcissism, power orientation) antecedents. For instance, leader or follower characteristics like positive and negative state and trait affect may promote enactments of courageous followership or deter followers from behaving courageously. Additionally, other attributes of event strength could be investigated as antecedents uniquely or interactively with the aforementioned individual differences via quasi-experimental designs which would provide more in-depth insights into the aspects and influence of events in context that not only foster courageous followership and subsequently follower creativity, but other leader and follower outcomes.

I implore scholars to explore other important outcomes, such as follower, leader, and team performance, follower advancement, leader humble and ethical behaviors, or burnout (in an exploration of the dark-side of courageous followership). In sum, theoretical and empirical investigations of whether, how, and when courageous followership and events may jointly influence multi-directional leader-follower outcomes could promote a practical understanding of both leader and follower development, retention, and advancement in organizations.

5.4 Conclusion

As organizations and academia continue to evolve in the face of unprecedented situations and circumstances, the needs for the collective emerge. The assumption of responsibility for self and collective accountability for the organization its members will drive needed change. Thus, the focus may well be more inclined toward understanding the nature of those supposedly not in ‘power’, why and how individuals choose to follow a leader, what makes an effective follower, and what specific enactments of followership promote desirable outcomes for the organization and its stakeholders. By probing these questions, academics, policymakers, and practitioners can have a more in-depth and thorough understanding of followership behaviors and their related antecedents and outcomes. Integrating event system and followership theories, I propose a theory for the interactive effects of leader characteristics and events in context on followership and followership outcomes. Substantiation of the model was built on the prior work to develop and test a new measure of courageous followership. It was my goal to support the advancement of scholarly inquiry into followership by conferring a unique and psychometrically sound measure to be used in future research efforts. Moreover, I hope that this body of research prompts future research that gives greater credence to not only followership but the inescapable influence of discrete events in organizational life and the need to equip better leaders, followers, and organizations with the tools (i.e., resilience, relational energy, and courage) needed to navigate the drastically “new world” with new and better attitudes and behaviors. Selah.

Appendix A

Courageous Followership Scale

Courageous followership is defined as a person's intentional action of influencing a focal leader in the voluntary pursuit of organizationally worthy goals in an effort to obtain good for self and/or others despite significant perceivable risk and difficulty. Individuals are prompted to consider their current workgroup/organization when rating the extent to which there is agreement to the following statements about themselves or other colleagues using a seven-point Likert-type scale (1 = "strongly disagree" to 7 = "strongly agree,").

Standing up to self:

a person's willful, intentional acts to overcome personal limits and fears to promote personal integrity and development in the workplace

1. I will report an error I made to my manager even if it negatively impacts me
2. Even if my leader doubted me, I'd lead a challenging project with a chance of failure
3. I will not compromise personal ethics for continued employment
4. I am willing to ask questions others may think are ridiculous if I am not clear about something.
5. Even if it damages my relationships, I would report a coworker's unethical behavior to my manager.
6. I would admit it if an error I made negatively impacted my manager

Standing up for others

a person's willful, intentional actions to protect other entities (i.e., individuals, teams, and leaders) in the workplace driven by a sense of felt responsibility to the organization and mission.

1. Even if it may damage my career, I would confront a manager who had been bullying a coworker/team
2. I put effort into making sure that my leader adheres to the agreed principles and standards.
3. Although it may offend my manager, I would not accept him/her being rude to someone
4. I defend my manager from unwarranted attack

Appendix B

Items for scales used in Study 2

(R) denotes reverse-coded items.

Psychological resilience (Block & Kremen, 1996)

To what extent does the following apply to your leader?

1. He/she is generous with my friends.
2. He/she quickly gets over and recovers from being startled.
3. He/she enjoys dealing with new and unusual situations.
4. He/she usually succeeds in making a favorable impression on people.
5. He/she enjoys trying new foods they have never tasted before.
6. He/she is regarded as a very energetic person.
7. He/she likes to take different paths to familiar places.
8. He/she is more curious than most people.
9. He/she thinks most of the people he/she meets are likeable.
10. He/she usually thinks carefully about something before acting.
11. He/she likes to do new and different things.
12. His/her daily life is full of things that keep him/her interested.
13. I would be willing to describe him/her as a pretty "strong" personality.
14. He/she gets over their anger at someone reasonably quickly.

Relational energy (Owens et al., 2016).

1. I feel invigorated when I interact with this leader.
2. After interacting with this leader I feel more energy to do my work
3. I feel increased vitality when I interact with this leader.
4. I would go to this leader when I need to be "pepped up".
5. After an exchange with this leader I feel more stamina to do my work.

Disruptive event criticality (Morgeson, 2005; Morgeson & DE Rue, 2006).

To what extent:

1. was this disruptive event critical for the long-term success of the team.
2. was this disruptive event a priority for the team.
3. was this an important disruptive event for the team.

Creativity (Baer & Oldham, 2006).

To what extent do you agree with the items below in describing you?

1. Suggests many creative ideas that might improve working conditions at your organization
2. Often comes up with creative solutions to problems at work
3. Suggests new ways of performing work tasks
4. Is a good source of creative ideas.

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